CAREER PATTERNS FOR WOMEN IN LOGISTICS: THE CHANGING DYNAMICS OF A MALE DOMINANT FIELD

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INTRODUCTION

The field of logistics has seen several changes over the past decade. For one, it has come to the forefront as a very important aspect in business and an important key element in reducing costs and improving customer service. Secondly, it has seen a change in the composition of its workforce. Logistics has commonly been known as a male dominant field, but there are now many more women entering the field.

A few surveys have been conducted to analyze the differences perceived by women and men in the field in terms of salary differences, advancement in the field, and the opportunities available in logistics. However, there has never been a survey done to focus on the career advancements that have been made by women in the field.

This research uses the premier logistics organization's, the Council of Logistics Management, female membership as a base for its sample. It will be used as a benchmark for checking the career paths of women and its focus of study will be on the career patterns for women in logistics. This was the start of a long-term database. The questionnaire will also be used to find out what has made these women successful in this field and, hopefully, will help to guide future successes.

The Council of Logistics Management is a not-for-profit organization. It mission is to "serve the evolving logistics profession by developing, advancing, and disseminating logistics knowledge (CLM, 1998)." Logistics,

as defined by CLM, is "the part of the supply chain process that plans, implements, and controls the efficient, effective flow and storage of goods, services, and related information from the point of origin to the point of consumption to meet customers' requirements (CLM, 1998)."

LITERATURE REVIEW

Introduction

The sections that follow include profiles, work environment, changing environment of logistics, and the increasing diversification of the work force. Profiles provides information on the increasing number of women in the work force and how their role in society has changed since the 1940s. The section entitled Work Environment discusses how the position women now hold in business and the challenges that they face. Information about how the logistics field has changed and is changing is provided in the next section. The last section reviews the diversification in the workforce and how it has effected business and how it may be beneficial to an organization.

Profiles

The increasing number of women in the work force has been a growing focus of discussion and research over the past several years. The woman's place in the labor force first became a topic of discussion in the late 1940's, during World War II, when many women had to obtain jobs. Since that time, the percentage of women in the work force has increased from 26% in 1940

(Ferber and Lowry, 1977) to 46% in 1994 (U.S. Bureau of Labor Statistics, 1995). This influx of women has raised various issues of concern and has brought about a change in the way women are perceived in society.

Although women may have started working out of necessity, and some still do work for this same reason, many now work for extra income or for self-fulfillment. In 1975, it was very important for the 13% of women who were the heads of their families to work (Lazer and Smallwood, 1977). Women now work not only to meet this same need, but also to support themselves and to raise the comfort level at which their families live. The perception of the working woman is changing as well. Before, if a wife worked, the husband was seen as an inadequate provider for his family and/or the wife was seen to be neglecting her responsibilities as a mother and a wife (Lazer and Smallwood, 1977). Anymore the woman who stays at home to take care of the house and raise the children is seen as lazy. However, there is the discrepancy of those who argue that the morality and values of the younger generation are dropping because the mother is no longer staying at home. Is this a lose/lose situation?

Work Environment

Another question that has become of great importance is the role that women play in the organization. Changes brought about by the women's liberation movement and the Equal Opportunity Employment Act have enabled women to enter industries and positions that were before barred to

them. This has developed a more level playing field between the sexes, but there still appears to be some discrepancies in equality. Women typically still earn a lower salary than men do and there are very few women in high-ranking positions within firms.

In 1990, Fortune magazine reported that of 4,012 of the highest paid officers and directors within 799 public companies only nineteen were women. This was less than one-half percent (Fierman, 1990). The magazine looked further down the ranks to find out if the number of women coming up in the company was higher. The numbers were only slightly better being reported at 5% of 9,293 people

A rising debate focuses on the increase of women into traditionally male dominant fields. From the 1970s to the present, there has been an increase in the number of women entering the field of industrial sales. In 1970, women only made up 6.6 percent of the total U.S. industrial sales force. This percentage had grown to 23 percent by 1990 (Schul and Wren, 1992). The change in the composition of the labor force, legislation, job requirements, and educational achievements by women have all contributed to this movement (Schul and Wren, 1992).

The Changing Environment of Logistics

Another field that has been predominantly male, but has been growing increasingly more diversified, is the field of logistics. With women being relative newcomers, it stands to reason that their demographics will differ

from that of their male counterparts. Many surveys indicate that women managers tend to be younger than the male managers. Rae André reported that most of the women were between the ages of 31-40, whereas the men were between the ages of 41-50. Approximately 50 percent of the women were under the age of forty (Lynagh, Murphy, and Poist, 1996). This would support the idea that women have less experience in the field, and give a reason to why men more often hold top management level positions and women usually hold first line supervisor positions (Andre, 1995).

One of the main discrepancies in opinion between men and women centers on the opportunities that are available to women in the logistics field. The women tend to feel that there are fewer opportunities and that greater discrimination exists (Lynagh, Murphy, and Poist, 1996). For example, more men are found in middle and top management levels. Some believe the reason for this is because women have less education and less experience (Lynagh, Murphy, and Poist, 1996). However, studies have shown that there is no significant difference in the education levels of men and women, with 91 percent having at least a baccalaureate and 46 percent having achieved a graduate degree (Andre, 1995).

Salary is another area that is surrounded by controversy over whether pay is equal between men and women. It has been seen that male logisticians performing the same job as the female logisticians have a higher pay rate (Lynagh, Murphy, and Poist, 1996). Overall salaries have been

rising, but there is still an apparent pay gap between men and women (Cooke, 1995). A study in 1996 showed that the salary difference is improving. The discrepancy between male and female salaries decreased from 28.4 percent to 8.3 percent, which is a dramatic change. Women receiving a larger raise than their male counter parts achieved this decrease in the variation (Robertson, 1996). Again it was brought up that men command a higher salary due to the fact that they have more education and more experience. The salary level is also determined by a person's job title (Robertson, 1996). In 1995, *Traffic Management* cited that a few elements that help determine salary were how well educated a person is, their age, experience, and gender. Considerations for salary levels also include the company for which a person works and the region of the country in which one is located (Traffic Management, 1995).

A study done by André shows how men and women vary in their opinions concerning the equality of available opportunities. Results indicated that 14.6 percent of women and 45.5 percent of men felt that the opportunities for advancement were the same for men and women in logistics. Strangely enough, the more education a respondent had the less likely they were to agree that the opportunities for advancement were equal. However, there was no significant difference in opinion between men and women under forty. Those over forty had significant differences in opinion with men believing that the opportunities were equal. Discrepancies between equality

perceptions in the field may be due to the possibility of opportunities starting to level out or equalize. Overall, despite their differences in opinion, both men and women expressed high levels of commitment to their profession (Andre, 1995).

Within an organization, women are more commonly found in lower management or non-managerial positions. An industry study indicated that only 12 percent of director-level jobs are filled by women (Melbin, 1997). The increasing number of women in the work force has had a significant impact on the management arena for all US business. In 1965, women filled only 15 percent of management and executive positions. By 1996, they made approximately 40 percent. However, because of its traditional male dominance, the glass ceiling seems to have been more pronounced in the logistics field. Recently though, women have started to make significant inroads into the field (Lynagh, Murphy, and Poist, 1996). It has been suggested that women's careers progress differently from that of their male counter parts. Progression of salary and authority is said to move more slowly. Hopefully, the twenty-first century will have a significant increase of women in middle and upper level management positions in logistics.

In order to move up the corporate ladder in logistics, there are several key items required. The first is a good education. A higher level of education can help obtain promotions and success (Melbin, 1997). The number of women in universities has seen a steady increase over the last several years (US

Bureau of Labor Statistics, 1995). More women have also been entering professional associations. Secondly, one must have strong analytical, computer, and decision-making skills. It is also necessary to have good people skills (Melbin, 1997). Other key ingredients are a university degree and strong interpersonal and problem solving skills. Success is also contingent on being able to fix problems and being willing to change things (Robertson, 1996). Networking skills are another important asset (Melbin, 1997). It is important to be diplomatic and set priorities (Richardson, 1991). The market for logistics professionals appears to be relatively good, but getting ahead will necessitate flaunting one's individual strengths (Melbin, 1997).

The logistics field is becoming a very competitive field and one that is growing when many others are stagnant. Women need to recognize the opportunities this affords them. They may have gotten started late and it may be difficult to work their way up the corporate ladder of a here-to-for male dominant field, but women are starting to earn their way up and are doing so quickly (Richardson, 1991). One executive believes that her success has been a result of a diverse background, which has given her a broad range of ideas for solving logistical problems (Richardson, 1997). Acceptance for women in the field comes through hard work and proving themselves. Some believe that the opportunities in the field are more equal now, but others still do not think that the playing field is level.

An example of an area in logistics that has seen a growth in participation by women, although some discrimination is still perceived, is transportation. In 1983, women constituted 22 percent of the transportation work force. There has been a dramatic increase of women working on the operating side of the railroad industry where they at first saw a lot of resistance. Most of the jobs for women, though, are found at the professional or middle management level. However, women must still prove themselves on the job (Wechsler, 1983).

Little research has been conducted thus far in the field of logistics for career issues dealing with the newly diversifying work force (Andre, 1995). Working with a more diverse work force is fast becoming one of the greatest challenges for logistics professionals. One thing that must be dealt with is the perceived discrimination that is still apparent in the eyes of women. In order to successfully address gender differences, tough, managers need the support and involvement of top management. However, instead of taking a reactive stance, management needs to take a proactive stance in recruiting, developing, and advancing qualified women employees.

In an age where the work force is growing slowly and is continually diversifying, companies need to be willing to work with the various needs of the different types of employees. Management needs to make continuous improvements in communication and make dialogue a goal to address problems or concerns that could arise. It may also help to consider looking

for ways to adjust the company to female employees instead of trying to get them to fit into the company mold. Some areas companies may want to look at are labor quality and gaining a competitive edge in the marketplace. Companies may also want to make diversity a performance criterion for all managers. Other ideas are to implement diversity training for employees and managers and to build diversity into leadership teams (Lynagh, Murphy, and Poist, 1996). Companies need to work with this diversifying work force, because the number of people entering the workforce is shrinking. Therefore, there will be more inter-company competition for the best workers. The field of logistics offers favorable opportunities to a diverse workforce and for their individual advancement and success (Andre, 1995).

The Increasing Diversification of the Workforce

Between 1987 and 2000, 85% of the people entering the work force will be women, racial minorities, and immigrants. The changing demographics of the workforce has caused researchers to take a look at the limits of corporate advancement that has thus far been put on these people. In order to cope with this, management must be trained to handle a diverse work force. However this training must permeate all lines and have an impact at every level including the individual, the group, and the organization. The work team will be a key factor for helping to enhance commitment and satisfaction while individuals integrate into the company (Andre, 1995).

There are three arguments for a diverse work force: resource acquisition argument, creativity argument, and problem-solving argument. The resource acquisition argument says that, if a company has a good reputation for managing a diverse workforce, then it should be able to attract and retain the best personnel. It is also argued that having diverse perspectives, with less emphasis on conformity to norms, should improve creativity. This is the creativity argument. The problem-solving argument suggests that, through a wider range of perspectives and more thorough critical analysis, the heterogeneity in decision-making and problem-solving groups better decisions will be made. These advantages should add up to diversity utility for the company (Andre, 1995).

Managers need to be capable of coaching people who are different from them. It is necessary for them to be able to work with a variety of people so that they are effective in group process and inter-group negotiations. A study done by Rae André suggests that management teams in logistics may already be comprised of a diverse group of people.

The company's flexibility in reacting to environmental changes should increase by having a diverse work force. "A work force that reflects the composition of the customer base may have more insight into customer satisfaction (André, 1995)."

In order to attract the best and the brightest of the new workers, companies and professionals will have to make these up and coming workers

feel as though there is a chance for success if they perform well (André, 1995). Companies will need to be able to attract the best and brightest, including women and minorities (Richardson, 1991).

Logistics is a changing field and the male dominance is decreasing. Rick Anchan, vice president of operations for Menlo Logistics said, "Logistics is losing its old-boy trucking-type network and becoming much more of a creative and analytical way of doing business." The corporate mindset is replacing brawn with brains and the field is widening. This has attracted more women to the field. Of twelve candidates interviewed by Menlo, one-third of them were female. This indicates that the interest is there on the side of the women. Anchan said, " We aren't out recruiting females to get them out in the marketplace, we are recruiting bright, energetic, creative people, and those skills are certainly not male-dominated skills (Melbin, 1997)."

METHODOLOGY

Consists of an explanation of the survey instrument, sample and data collection procedures.

Survey Instrument

Using several base questions from the Council of Logistics Management's (CLM) annual survey of career patterns helped to develop the questionnaire used for this research. Other questions, which may be

important for women's career development, were added to more specifically direct it towards the female members of CLM.

Sample and Data Collection

The research methodology includes the use of both primary and secondary data. Female members of the Council of Logistics Management constituted the sample of the study. The listing of women members was obtained in early spring 1997 from CLM. Female members received a mailed questionnaire that was designed and mailed during the summer of 1997. Accompanying the questionnaire was a cover letter explaining the purpose of the survey. A total of 1,054 questionnaires were mailed, of which 14 were returned undeliverable. By the specified cut-off date, 118 usable surveys had been returned, for a response rate of 11.2 percent. Generalizing the results of this survey to other female members of CLM or to women in the general practice area of logistics and to other disciplines should be avoided. The nature of this study should be considered exploratory.

Questionnaire respondents represent several different industries as illustrated in Figure 1. The most common industries include wholesale/retail, food related, and electronics. Each of these industries represents at least ten percent of the sample, and combined make up over 40 percent of the total sample. The firms for which the respondents work consist of various sizes, including $12 million, $565 million, $2.1 billion, and $5.7 billion (See Figure 2). Therefore, the respondents depict a cross-section of industries and firm sizes, as does the CLM membership. Six of the top

industry categories from the CLM general file are represented in Figure 1. Figure 3 gives a full membership profile for the Council of Logistics Management, which gives a list of all of the various types of business organizations and the industries that make up the CLM. These include the three categories mentioned above, plus pharmaceuticals, chemical/plastics, and automotive. It should be noted that in reporting the findings the most frequently stated responses are listed in several of the figures, however, the "other" category was omitted to provide greater clarity for the major response categories.

The results reported here will serve as a baseline as the survey is conducted in future years. For the year 1998, the survey has already been e-mailed or mailed to a list consisting of 1,244 CLM members. This year a second mailing has been done, in which surveys were mailed to those who had not yet returned a survey, as a reminder. Thus far, 217 Surveys have been returned and 15 were returned undeliverable. A response rate of 17.4% has been realized thus far. To address the concern of studying a different sample each year the study is repeated, respondents were asked if they were willing to be part of a panel. Ninety-six respondents from the 1997 survey indicated that they are willing to participate in such a panel. This will allow for the tracking of the career progression of women in this field. (This could lead to a possible comparison in the future to the career progression of men in

this field to focus on arising differences accounting for variables. I do not know of one that is currently being conducted.)

In addition to the survey, CLM archives were studied to get a sense of the membership in CLM and of the participation of women in CLM activities since 1980. Data were examined in five-year increments from 1980 to 1995. Selected annual information was studied for periods up to the past ten years. Since the gender of members in CLM were not tracked until 1997, judgements were made about whether members were male or female based on the names and possible knowledge of the person. Regarding certain names that might generally be considered male or female, some rules of thumb were used. Hence, the data on female member counts should be carefully considered. For national officers, pictures were often available to aid in decision making.

RESEARCH RESULTS

Introduction

The first section following provides information on the Council of Logistics Management. It reviews the development of the CLM membership and the activity of the female members of the organization. The remainder of the text will depict the questionnaire results including sections on demographics, information on the respondent's current position, their

opinions of the logistics industry, and the future of the industry. It will conclude with an analysis of the results.

Profile of Council of Logistics Management

The Council of Logistics Management has seen a substantial growth in its membership from 2,882 in 1980 to 13,085 in 1997. During this same time period, the female membership has increased in number as well as in percentage composition of the total membership. In 1980, women only constituted 2.1 percent of the total CLM membership. Figure 4 shows how this number increased to 11 percent by 1997.

Overall, the participation of women at both the regional and national level has been at a higher proportion than their membership numbers. This statement is supported by Figures 5-7. There are exceptions to this in that there were no female Executive Committee members in 1980 or 1985, however, in the most recent year females made up over one quarter of the committee (Figure 5). For female members on national committees, 1985 is the only year that they are not represented. Even in 1980, approximately 16 percent of the national committees consisted of women. Thereafter, as can be seen in Figure 6, the percentage has remained at or above 25 percent. Figure 7 indicates that the number of female roundtable officers has always been at a higher percentage, running at about twice the percentage from 1980 at 2 percent and 4 percent and 1997 at 11 percent and 17.2 percent. The percentage of women participating in the annual meeting as track chairs or

presenters more closely resembles the percentage of women in the organization (Figure 8).

Survey

Demographics

In order to get an idea of the demographic profile of the female logistics executive, respondents were asked their age, level of education, marital status, and their number of children. Over 50 percent were between 40 and 50 years of age, but respondents ranged from being in their twenties to being over fifty (Figure 9). Respondents were well educated with 48.7 percent having an MBA, a different masters degree, or a doctorate as their highest degree, 36.5 percent, 7 percent, and 5.2 percent respectively. All other respondents had achieved an undergraduate degree or below (See Figure 10).

Figure 11 indicates that the marital status of the respondents fell into two main categories. The largest category represents the 61 percent of the respondents that are married. Those who are single (26%), and have never been married, constitute the second largest category. Of all who responded, 52.6 percent of them have children of varying ages. A large percentage of the respondents having children (81.5%) were married (See Figure 12).

Current Position

The respondents were asked several questions to give a profile for the work environment of the female logistics executive. It was first important to find out the current job title of the respondents, in order to see which

positions females were now holding within different companies. Figure 13 indicates that they tend to hold upper level management positions. The three largest categories were managers (42.2%), directors (28.4%), and vice presidents (12.1%) respectively. It was found that 6.9 percent of the respondents are at the head of their organizations. It is important to remember that CLM is the premier logistics organization and that the respondents may not represent the general population of female logistics professionals. Therefore, one must not generalize these results due to possible bias. The executives that responded to this survey appear to have made significant inroads into the logistics field and have progressed well along their career paths.

Respondents were then asked what types of responsibilities were entailed with their current positions. Responsibilities varied between direct responsibility for logistics functions, advisory responsibility for logistics functions, and a mixture of the two. The results are recorded in Figure 14 and show that 32 percent have direct responsibility, 29 percent have advisory responsibility, and 39 percent have direct responsibility over some logistics functions and serve in an advisory capacity for others.

The next question respondents were asked dealt with the time they spent on various activities in their job. Respondents reported spending an average of 55.5 hours per week on the job. Female logistics executives spend on average 50.9 nights away from home on business trips, but only one of

these trips is likely to be international. Almost half (48.8%) of their time is spent working on a personal computer and 51.1 percent of the time they are working on a computer will be spent on e-mail and word processing. Figure 15 indicates the percentage ranges of time spent working on PC related activities. It is also evident that the average female executive spends 17 days in training for general job requirements.

Salary was another question posed to the respondents. The salary levels, which include bonuses, were divided into four quartiles and the results are reported in Figure 16. The salaries were divided into four quartiles in order to show the ranges of salaries for the categories of vice president, director, and manager. For example, the salaries for vice president range from $92,000 to $200,000 from the first quartile to the fourth quartile, therefore taking an average across all salaries for vice president would not show the large range of salary across which a vice president may earn. It is necessary to consider the varying industries and company size that the respondents are from in relation to the salary levels. The average salary across the whole sample was $92,000.

Opinions of Logistics Industry

In order to find out the attitudes female logistics executives have toward their profession, they were asked what they like best and least about being a logistics professional. The most frequently listed positive characteristics are reported in Figure 17. The most commonly noted

characteristics that respondents like about the field of logistics is the variety, change, fast pace, and challenge that are involved in the industry. The different areas of expertise utilized and the opportunity to work across functions to address logistics issues was also a favored response for the field. Senior management's lack of understanding about the value that logistics brings to the firm was what respondents like least. Some respondents also were concerned about being female in a field that is predominately known as a male discipline. Figure 18 further lists some of the more frequently named negative aspects in the industry, including long hours; stress, pressure, and demand; and hard to keep up with constant changes. Many other advantages and disadvantages were listed by respondents than those presented here.

Respondents were then asked what they felt contributed most to their success in the logistics field. These results are indicated in Figure 19. Included in this list is a good education in logistics and operations (14.4%), dedication, hard work and determination (12.8%), and analytical ability (10.2%). Less frequently listed were the softer management skills such as: strong interpersonal skills, ability to understand the big picture, leadership and management skills, and good communication. Mentors were also cited as helpful for progression in terms of advice and guidance (15.8%), moral support and encouragement (13.9%), and dealing with the political environment (9.3%) as specified in Figure 20.

In relation to the statement "the firm I work for is very supportive in providing opportunities for professional development", 74.2 percent of the respondents either strongly agreed or agreed (Figure 21). This led into the question of what topic of study they would choose if given the opportunity to return to school for ninety days. Finance (15.5%) and technology/computer information (13.9%) were the two most frequently chosen topics of study. Figure 22 lists the other areas of study more commonly noted.

Industry Future

The ending questions in the survey asked respondents what they felt would be the most critical problems and attitudes for the twenty-first century. The female logistics executives mentioned that technology would likely be of great influence on the growth and development of corporate logistics in the next decade. The second most duly noted factor was the changing and global environment, however, some were concerned about being able to keep up with the changing logistics environment (Figure 24). Other influences for growth and development during the next decade include cost reduction and budgets (7.5%), measurable benefits (7.5%), third party logistics outsourcing (6.3%), customer expectations (5.7%), and education (5.7%), respectively (See Figure 23).

Pertaining to the overall outlook for logistics as a sound career 91.4% of the respondents were very positive (See Figure 25). Only 4.3 percent were concerned about logistics not being a better professional career today than it

was yesterday. Respondents also had a generally positive attitude toward their own futures within logistics (Figure 26). Figure 27 suggests that 75 percent of the respondents are satisfied with their current positions.

CONCLUSIONS

The Council of Logistics Management has seen a substantial increase in the participation of women in both membership and management roles. Since 1980, the percentage of women, in the total membership, has risen from 2.1 percent to 11 percent in 1997, an increase of over 2000 percent. It was found that women generally participate in national and local leadership in greater proportion than their membership numbers. At the Roundtable levels, women have held positions such as, President, Vice President, Program Chair, Treasurer, Secretary, Board of Director, Hospitality Chair, Social Chair, Education Chair, Newsletter Editor, Seminar Chair, and as well as many other positions. Women have also held several positions at the national CLM level including Track Chair, Arrangements Chair, Roundtable Advisor, Program Chair, Executive Committee, Annual Registration Committee, and Financial Officer.

The female logistics executives that responded to the questionnaire are successful, work long hours, travel, and have an average salary of $92,000. Characteristics that the respondents believe have contributed to their success are analytical ability, understanding the big picture, flexibility, strong

interpersonal skills, leadership and management skills, good education and intelligence, and dedication, hard work, and determination. Results also imply that they are young, well educated, and married with children. This may indicate that contrary to some beliefs it is possible to have a successful career and have a family, but it is important to remember that the respondents to this questionnaire are probably some of the top logisticians in the field.

Although some respondents still believe that there are a few challenges in the field of logistics, the sample generally found their work environment to be supportive, positive, and challenging. One of the great challenges indicated for this field is keeping up with the enormous changes. Even though it is not a perfect field, respondents were customarily very positive about their careers in the logistics profession.

Figure 1

Respondents by Industry Group

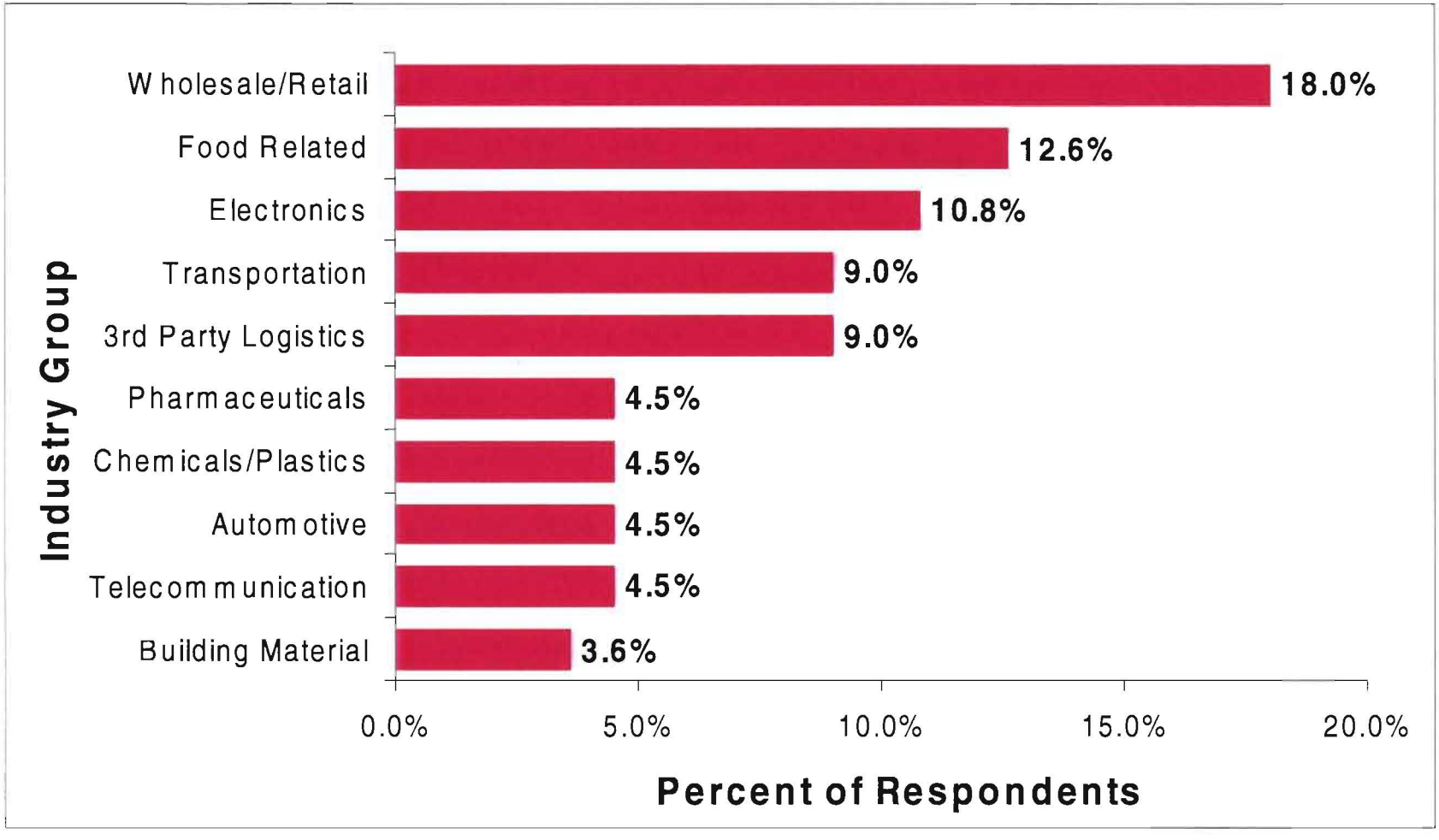
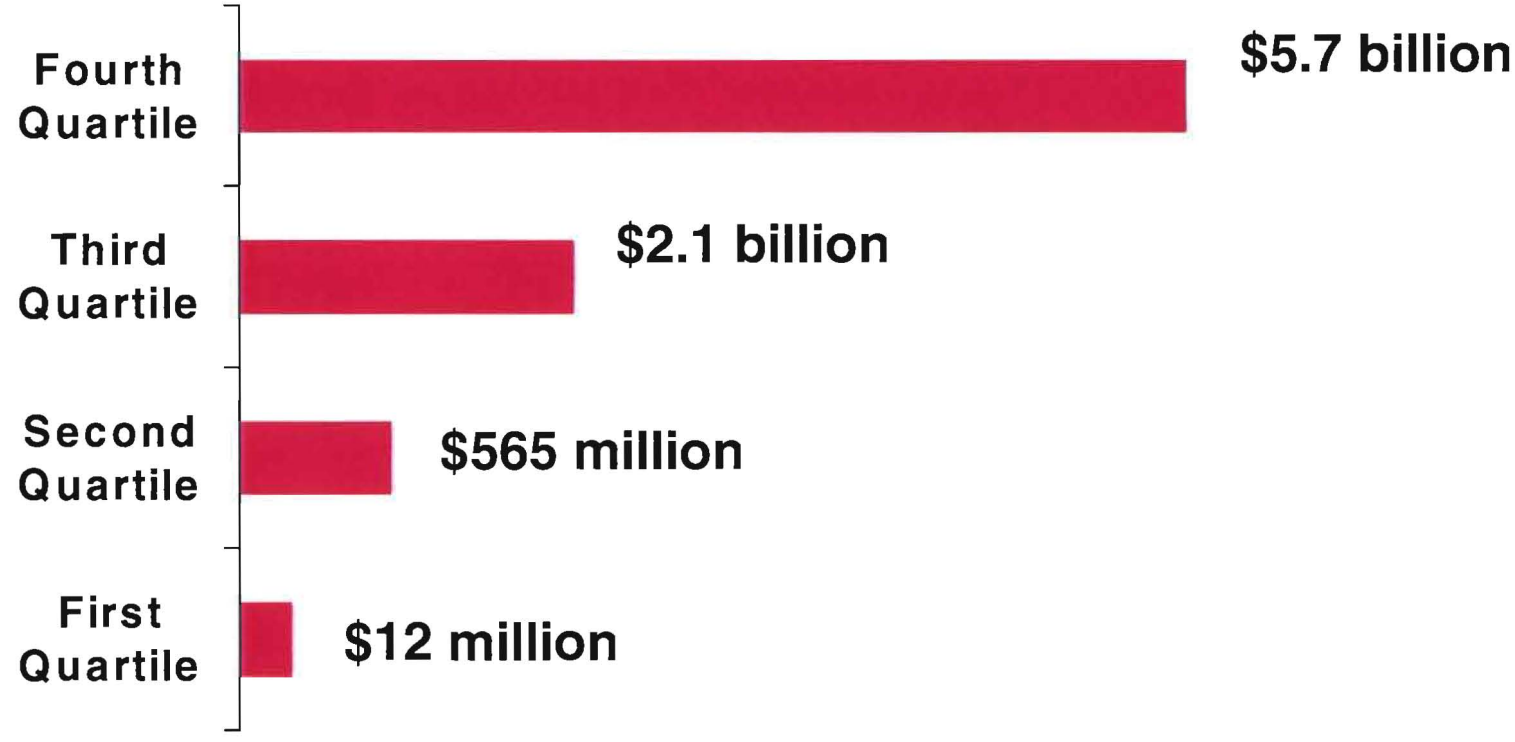


Figure 2

Sales of Company by Quartile
(Median)



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MEMBERSHIP PROFILE

Based on member data in the Council's computer file as of 1/3/97
Based on responses from 13,085 members

TYPE OF BUSINESS OR ORGANIZATION

4,365	Manufacturing Firm *	223	College/University
999	Merchandising Firm *	69	Publishing Company
1,289	Carrier (all modes, including forwarders)	72	Communications
475	Public Warehouse (including warehouse marketing organizations)	110	Government/Military
		248	Software/Computer Services
49	Material Handling Equipment Manufacturer or Dealer	50	Management/Executive Recruiting
		161	Service Industries
943	Consulting Firm	256	Other

*INDUSTRY: *These respondents are either with manufacturing or merchandising firms as indicated above.* *

74	Appliances	47	Furniture
324	Automotive and Transport Equipment (including parts and aftermarket)	74	Hardware
		20	Machine Tools and Machinery
143	Building Materials/Lumber Products	76	Metal Products (fabricated)
548	Chemicals and Plastics	40	Mining and Minerals
156	Clothing and Textiles	107	Office Equipment & Supplies
316	Computer Hardware & Peripheral Equipment	258	Paper and Related Products
87	Construction, Farm & Garden Equipment	65	Petroleum and Petrochemicals
549	Department Store and/or General Merchandise	472	Pharmaceutical,Drug/Toiletries
331	Electronics and Related Instruments	29	Primary Metals
70	Electrical Machinery (including parts & supplies)	43	Rubber Products & Related Goods
1,032	Food and Beverage	410	Other

*FUNCTION: *The one function that requires most of respondent's time (manufacturing or merchandising firms' respondents only).*

435	Logistics Planning	27	Production
2,102	Logistics Management	54	Marketing/Sales Activities
730	Traffic or Transportation Management	252	General Management
485	Warehouse Operations or Management	18	Education, Training and/or Teaching
15	Material Handling Operations	88	Internal Consulting and/or Corporate Research Activities
7	Packaging		
133	Customer Service/Order Entry	35	Finance/Accounting
181	Inventory Planning or Control Activities	13	Forecasting
176	MIS Planning or Control	74	International Planning and/or Operations
67	Purchasing	71	Other

RESPONSIBILITY: *That which most closely describes reporting level in company.*

2,335	Corporate Officer	306	Supervisor
2,520	Director	685	Staff Specialist
4,289	Manager	452	Other or Not Applicable

Figure 4

CLM - Female Members: 1980-1997

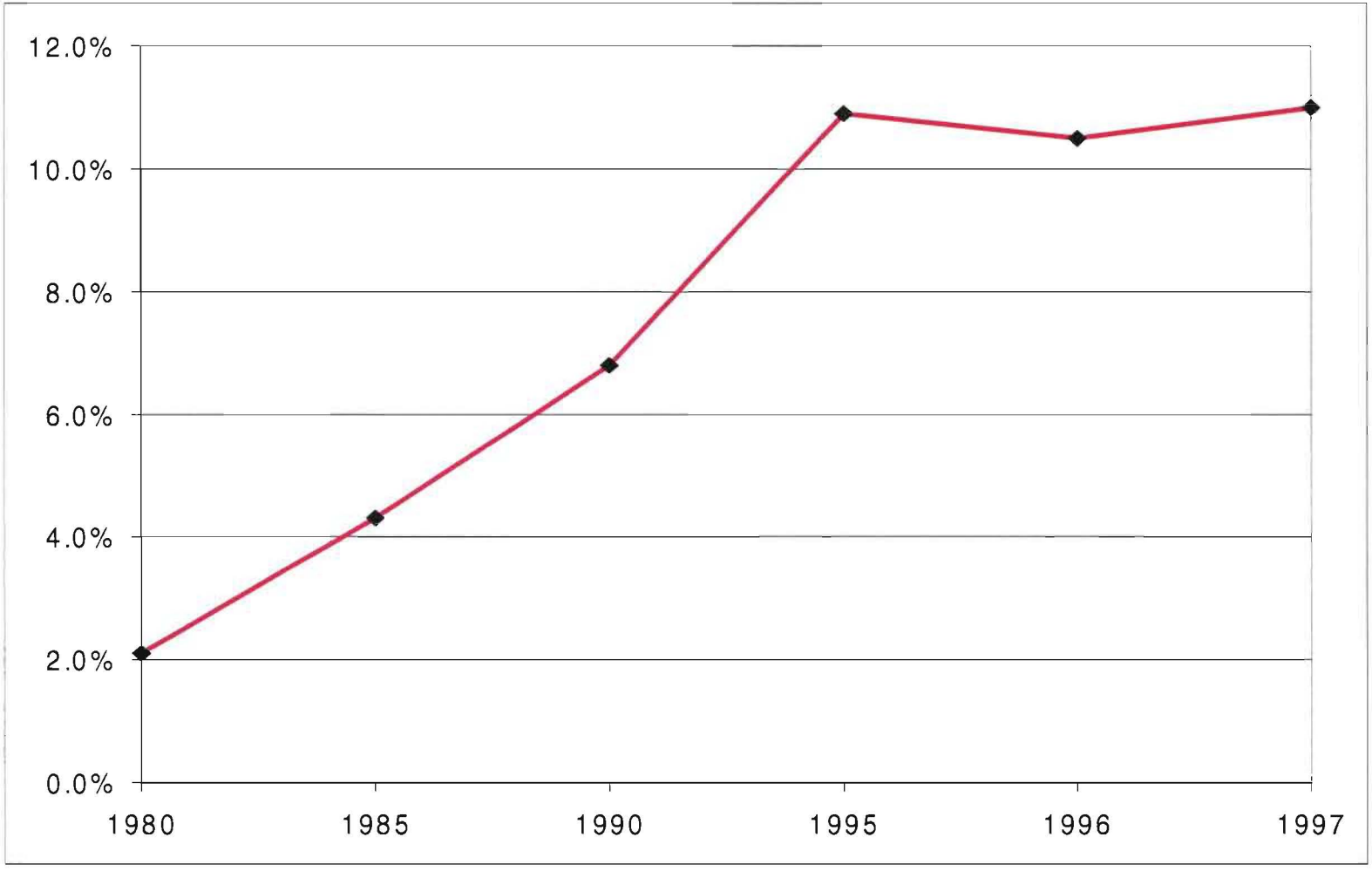


Figure 5

CLM - Female Members of Executive Committee: 1980-1997

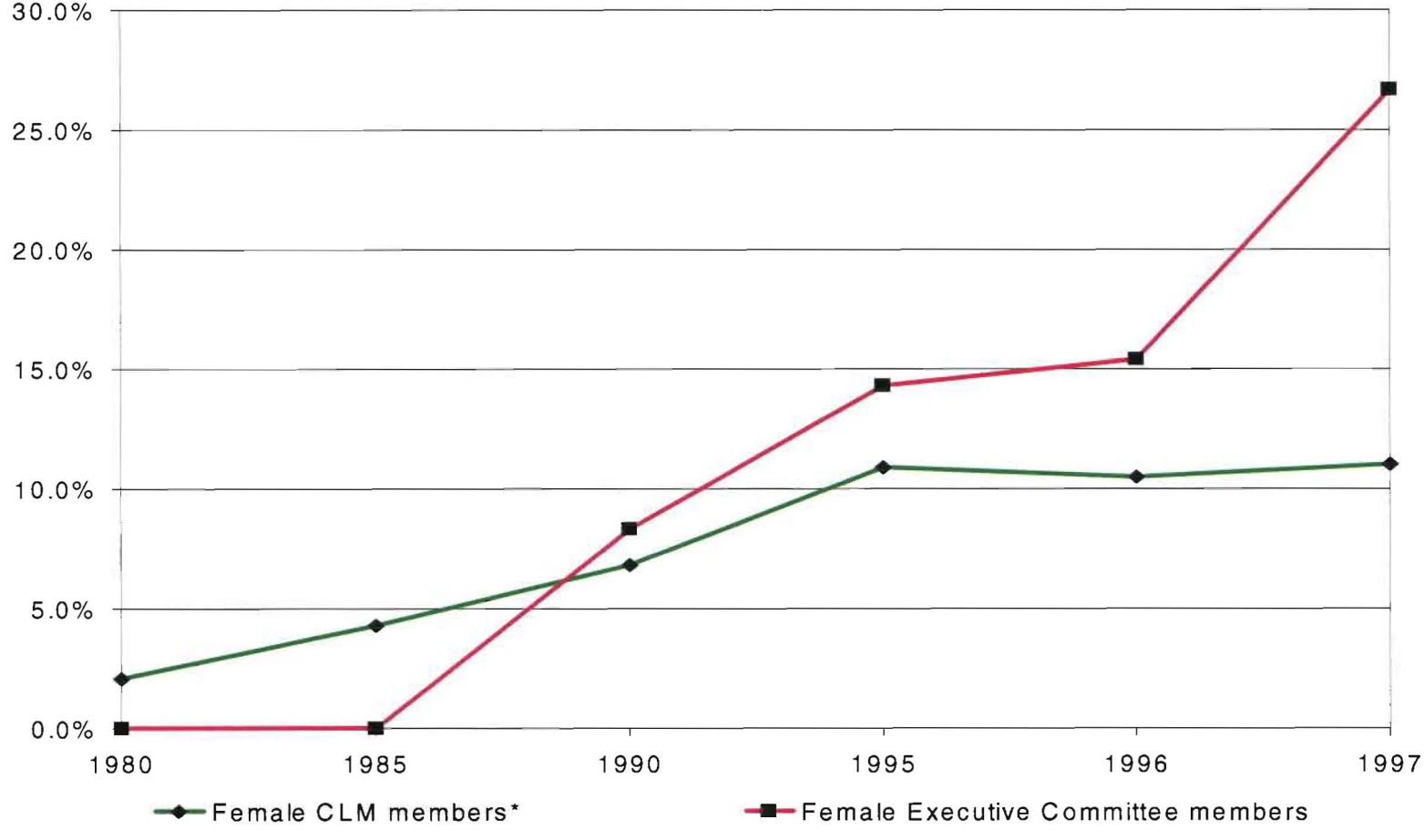


Figure 6

CLM - Female Members of Other National Committees: 1980-1997*

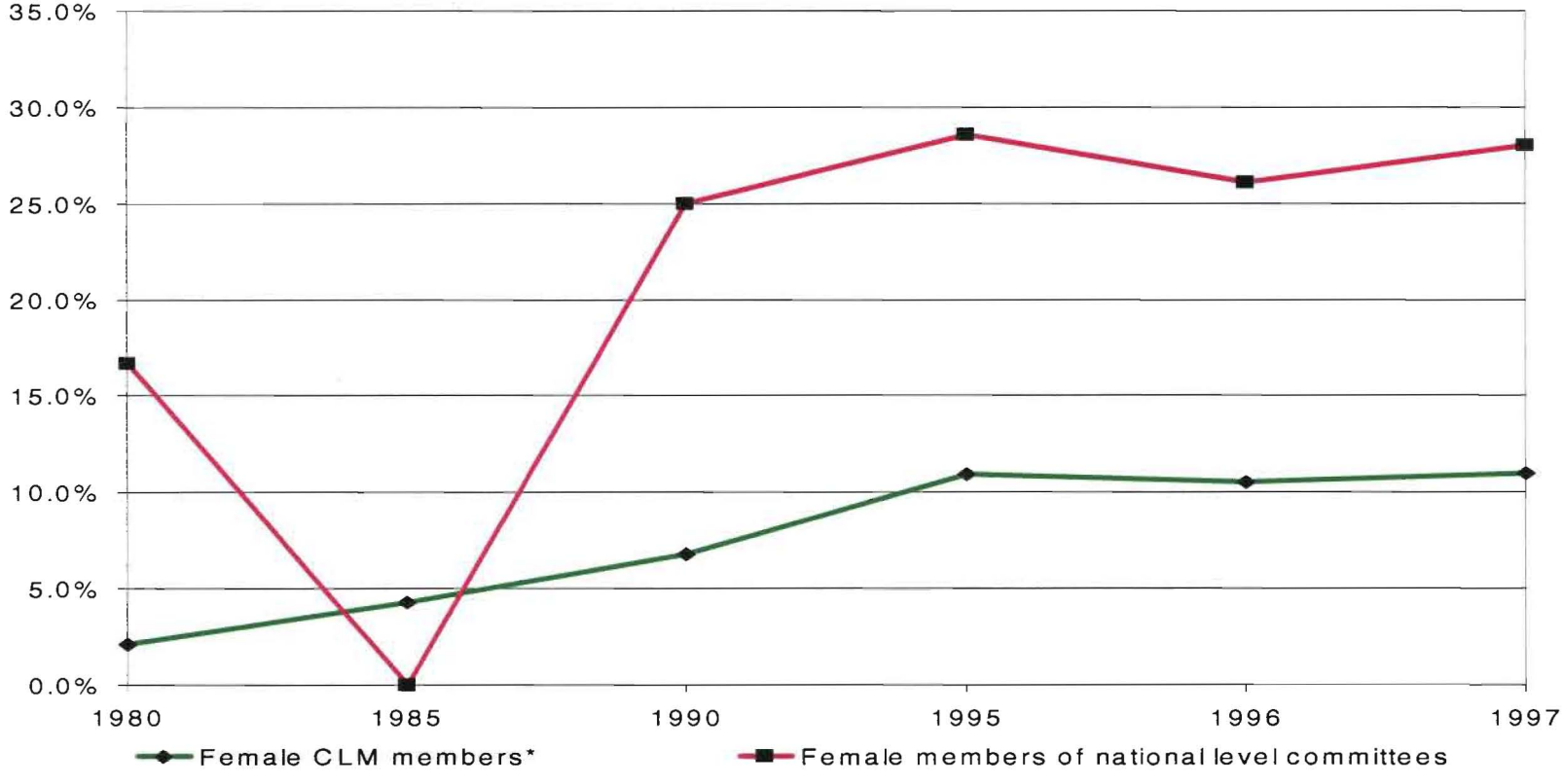


Figure 7

CLM - Female Roundtable Officers: 1980-1997

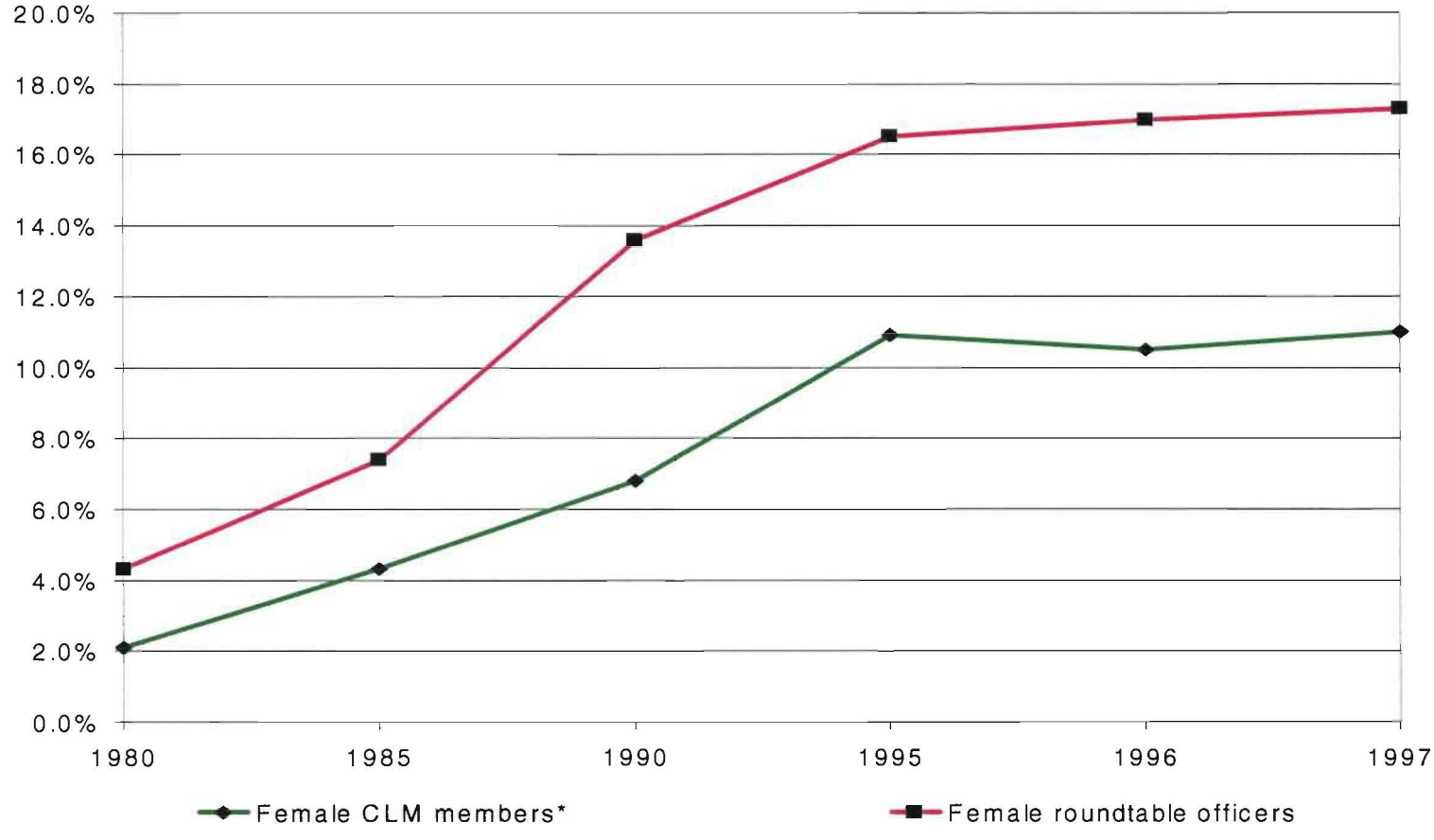


Figure 8

CLM - Percent of Female Track Chairs and Presenters: 1980-1997

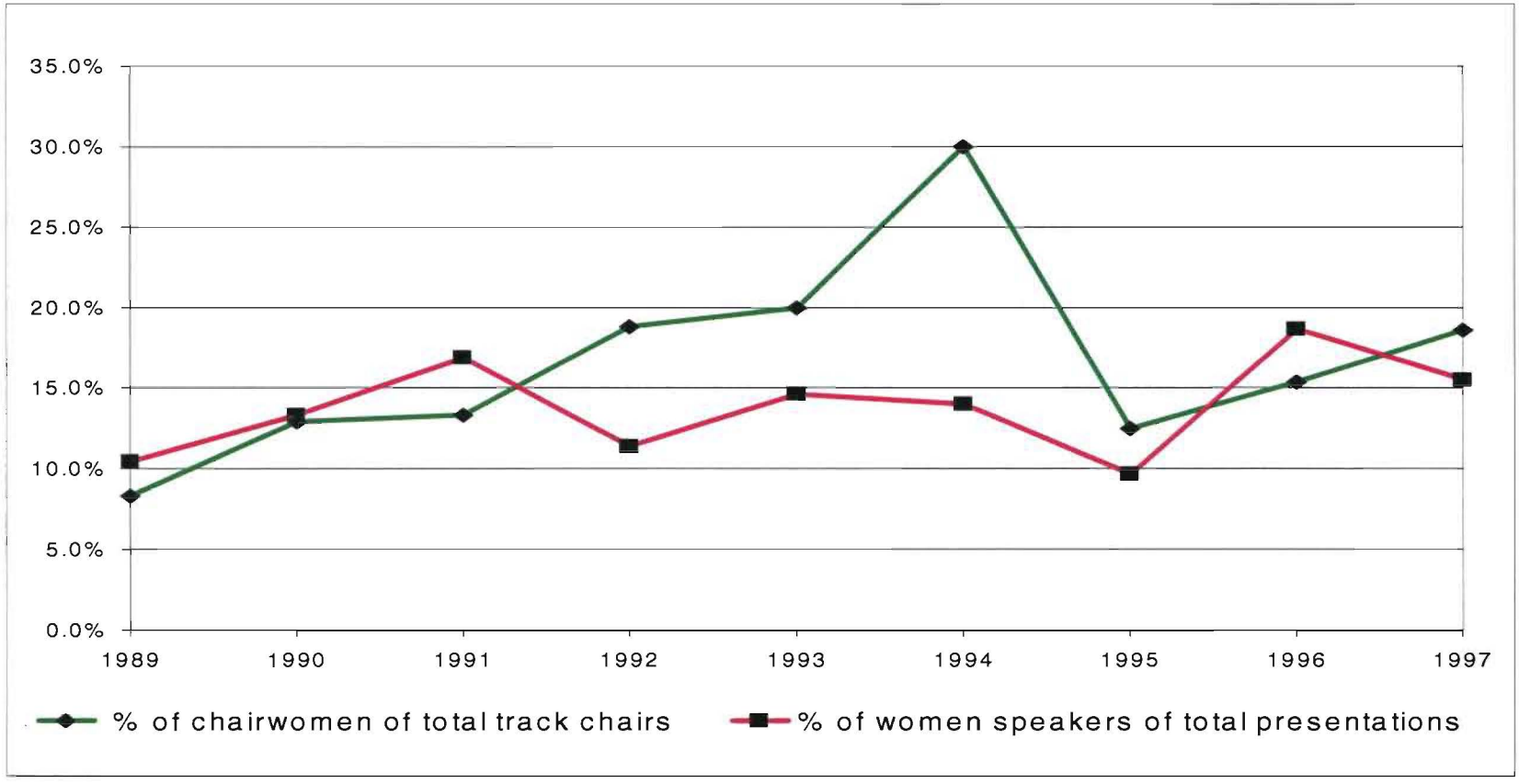


Figure 9

Respondent Distribution by Age

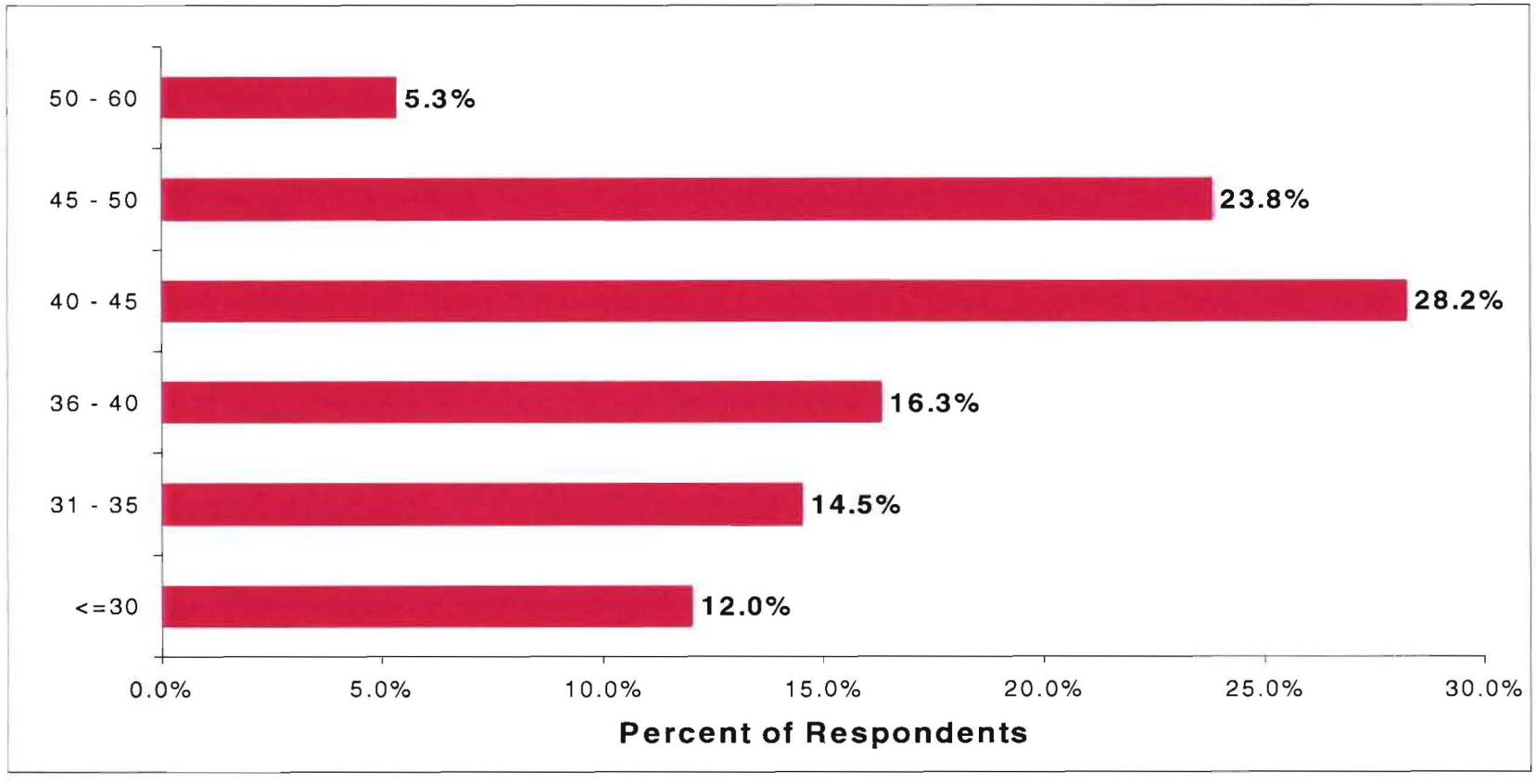


Figure 10

Respondent Education

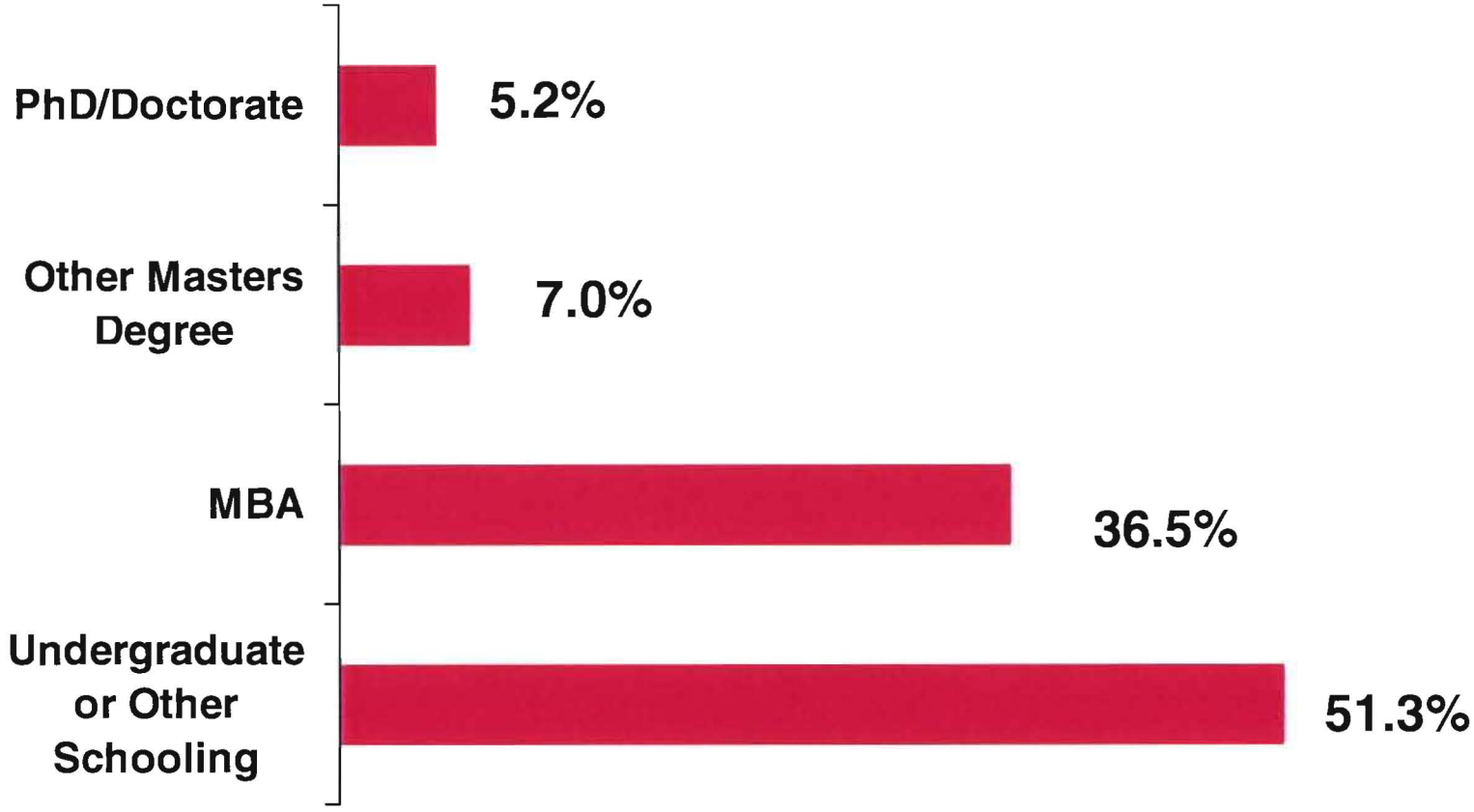


Figure 11

Marital Status of Respondents

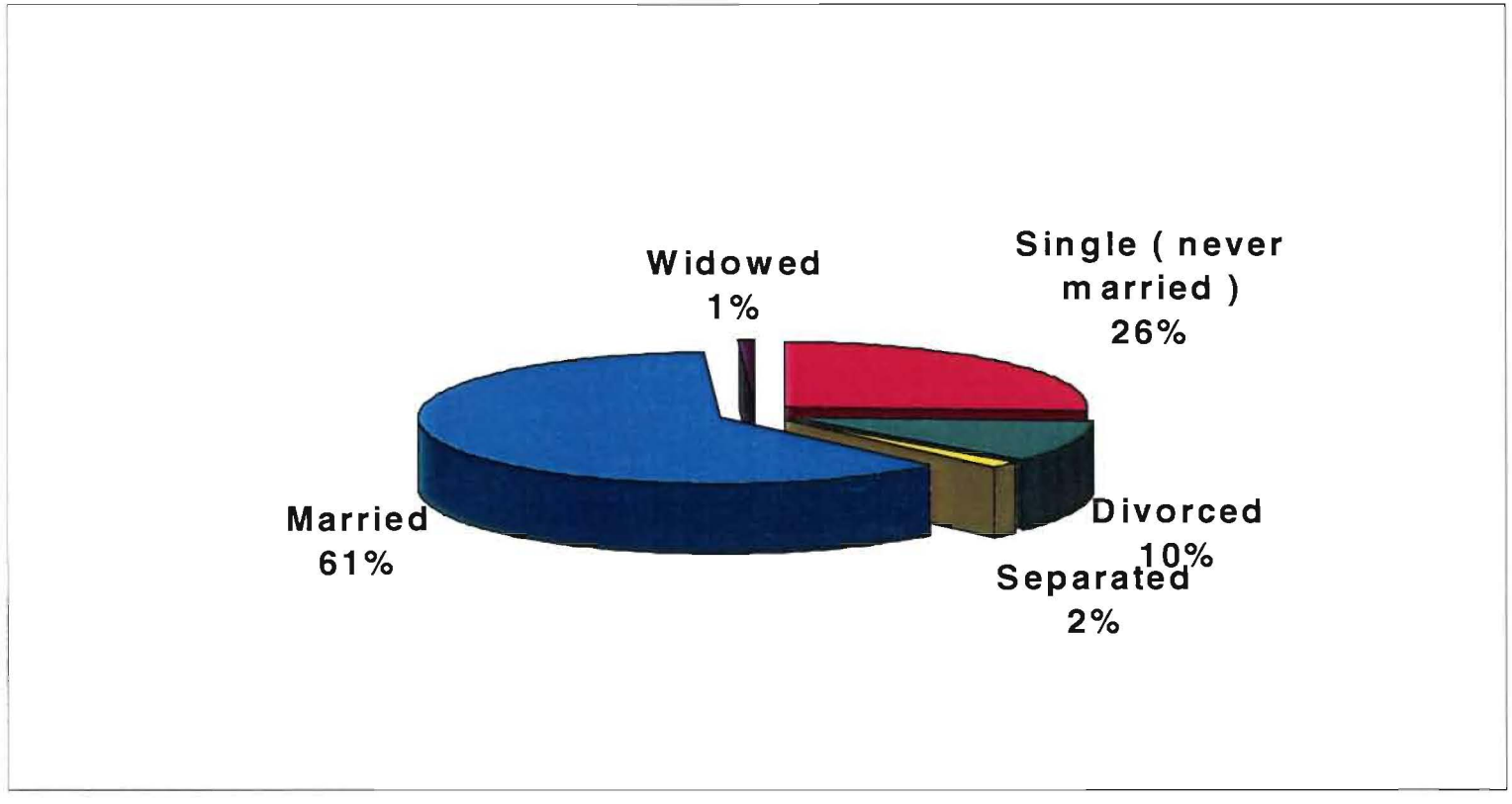


Figure 12

Marital Status of Respondents with Children

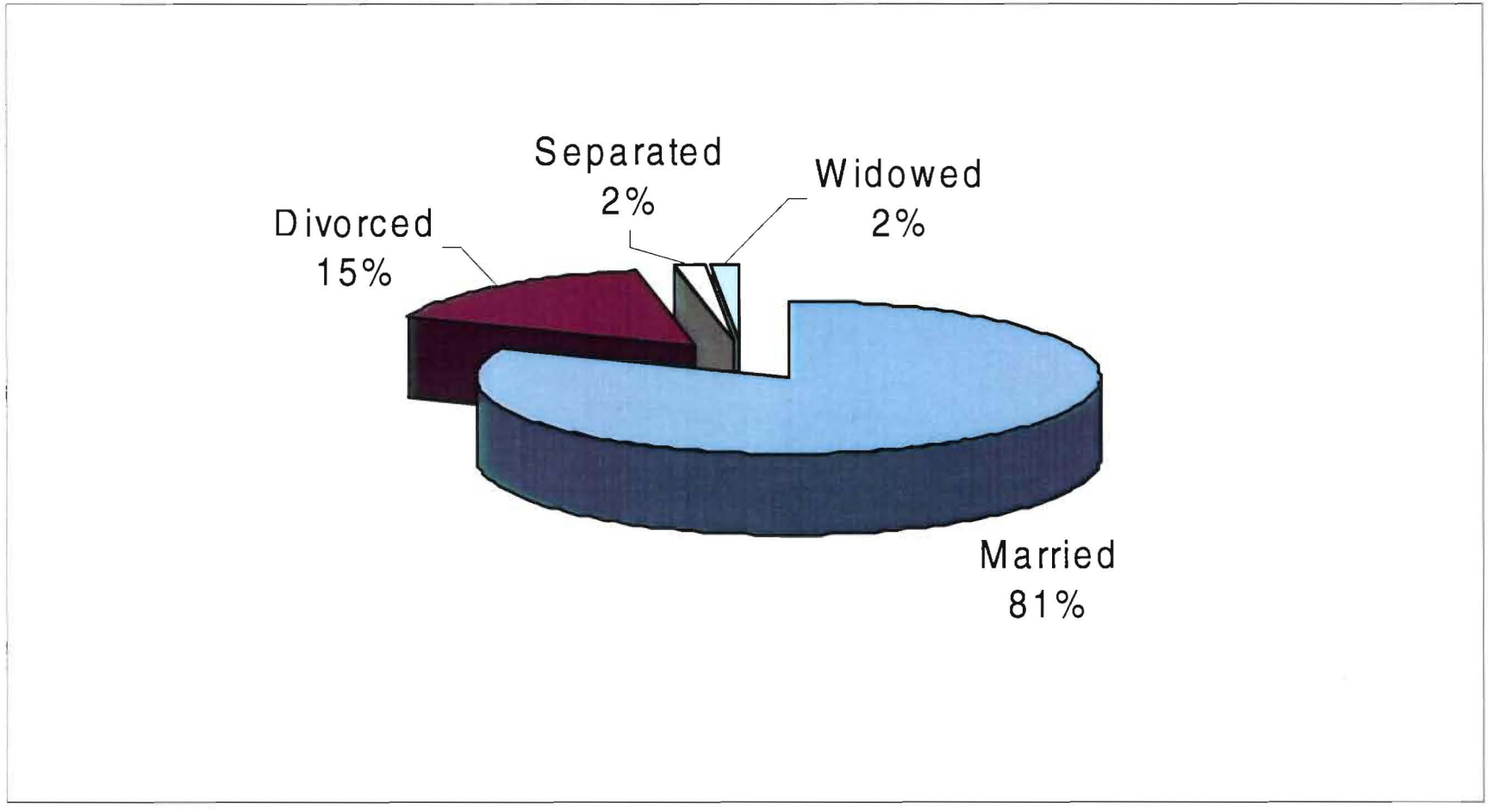


Figure 13

Current Positions of Respondents

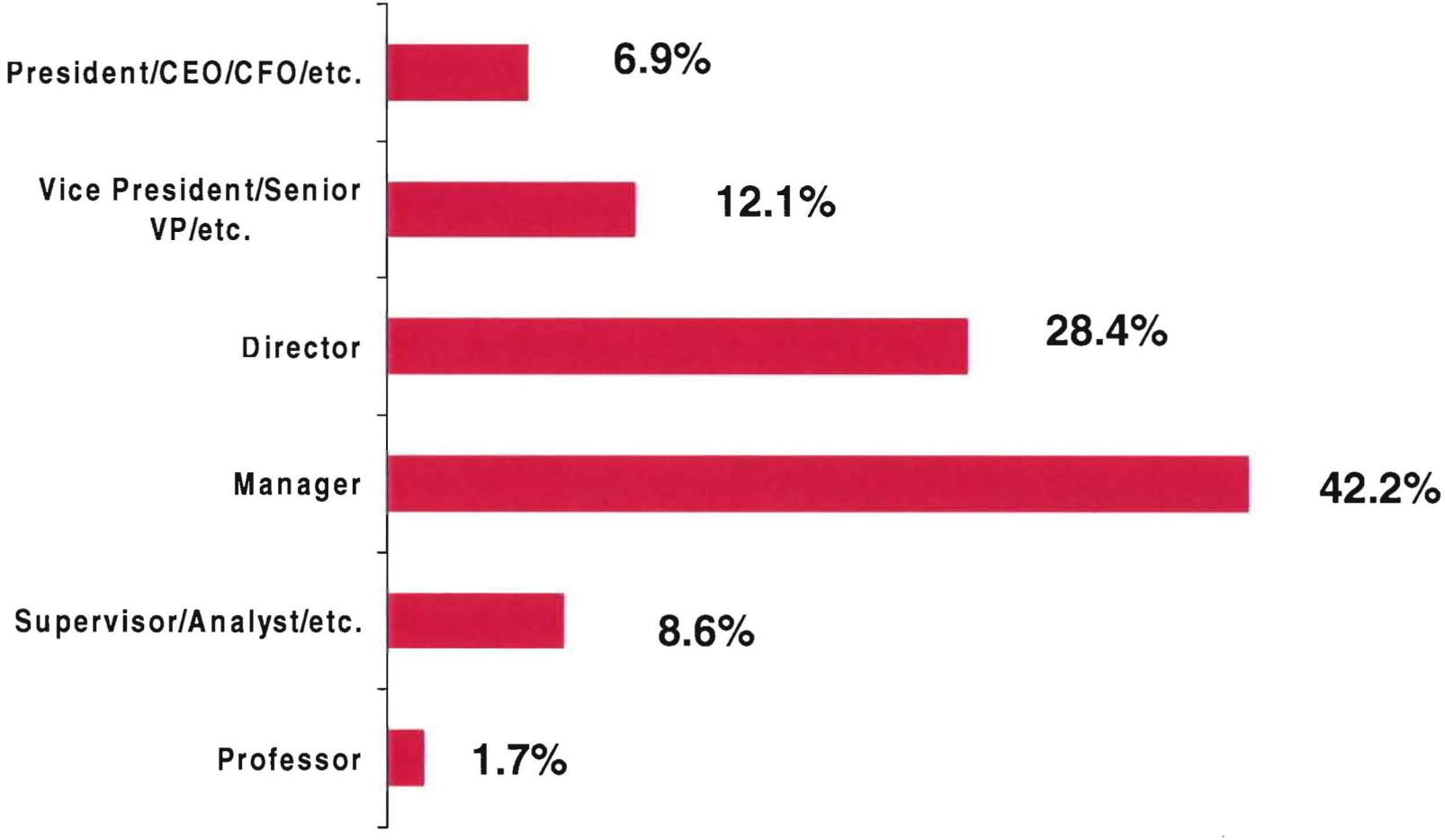


Figure 14

Primary Responsibilities of Respondents

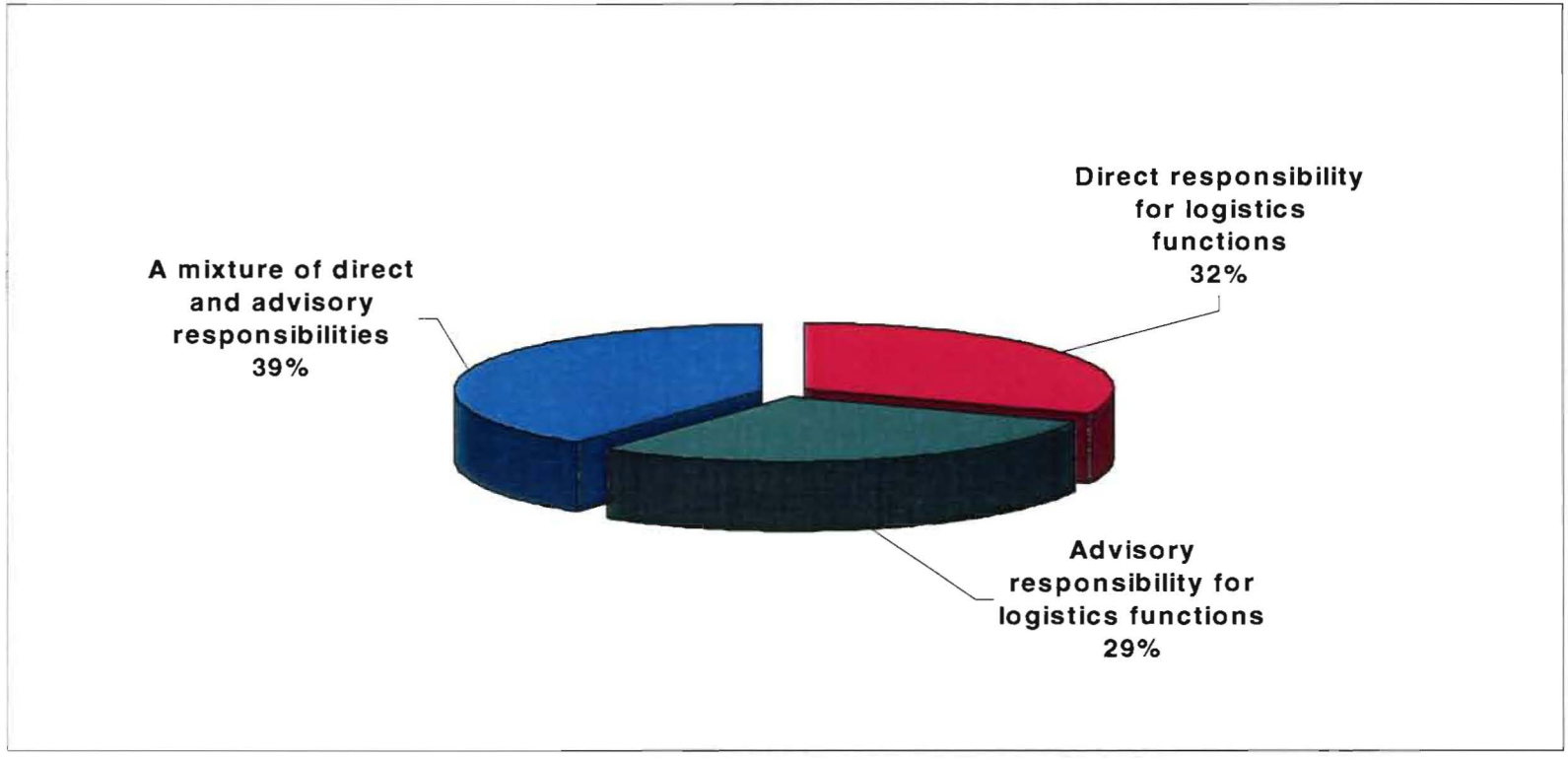


Figure 15

Working Time Spent on PC-related Activities

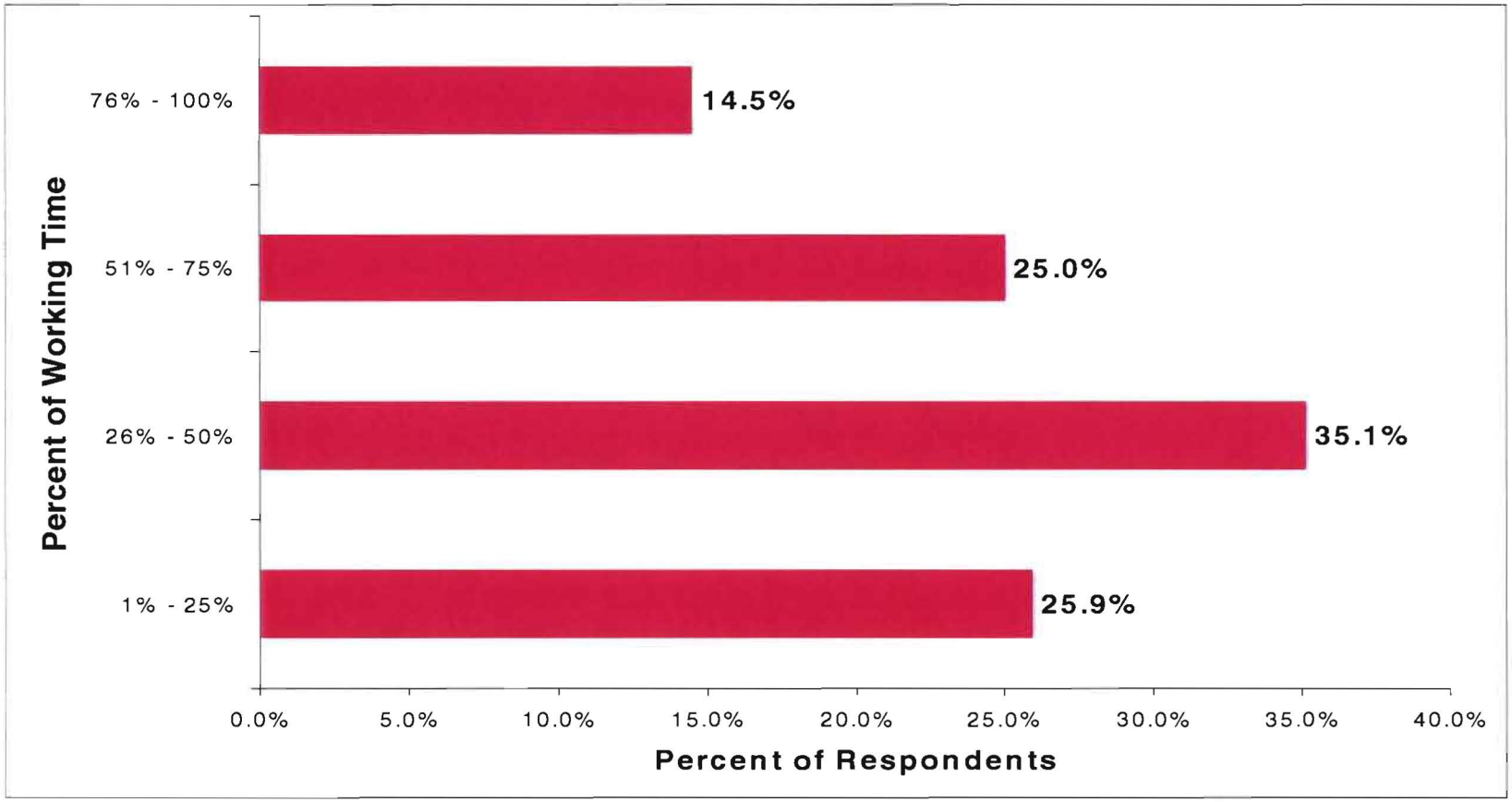


Figure 16
Total Salary (Including Bonus) By Title - 1997*

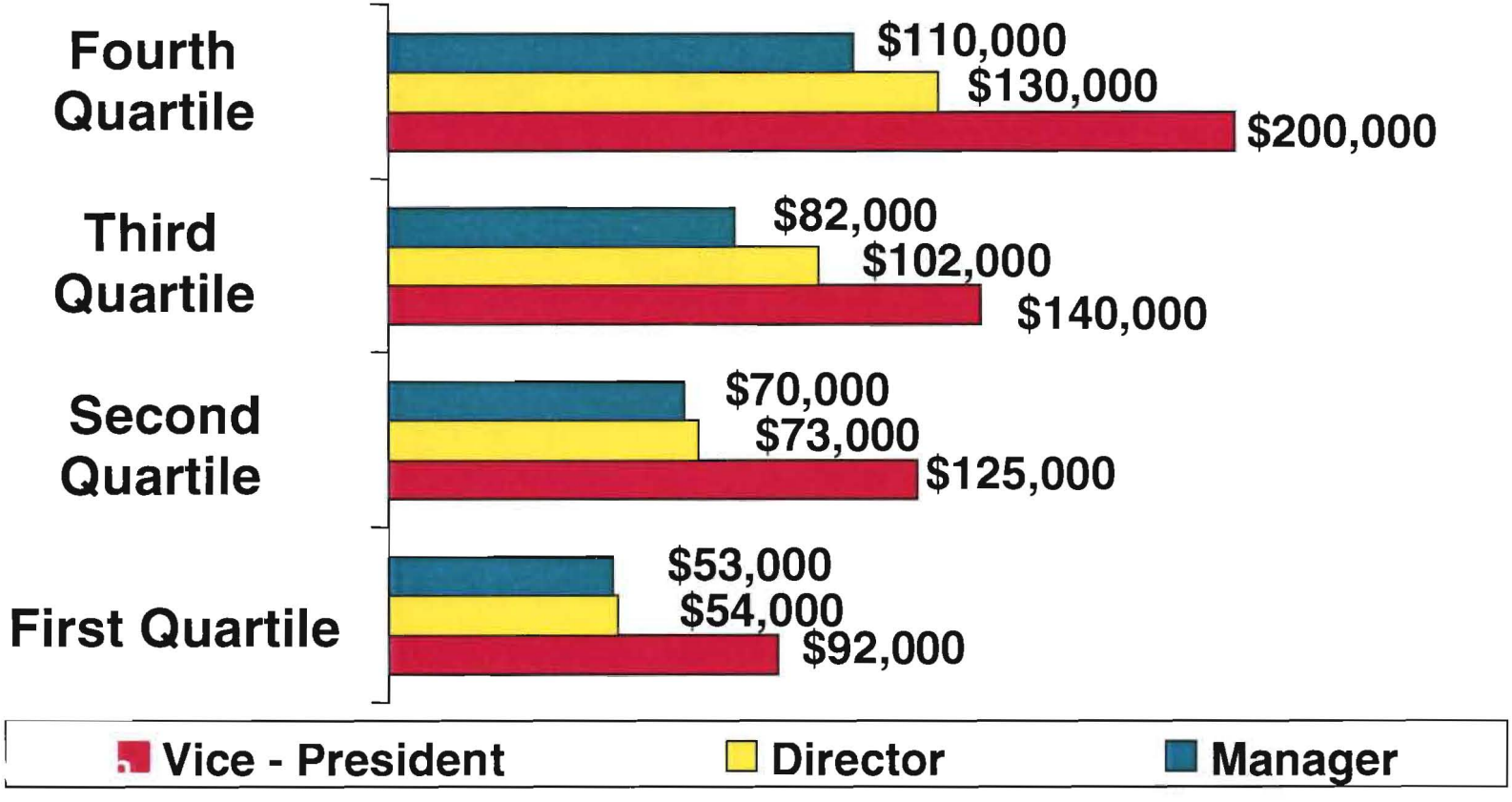


Figure 17

What do you like best about being a logistics professional?

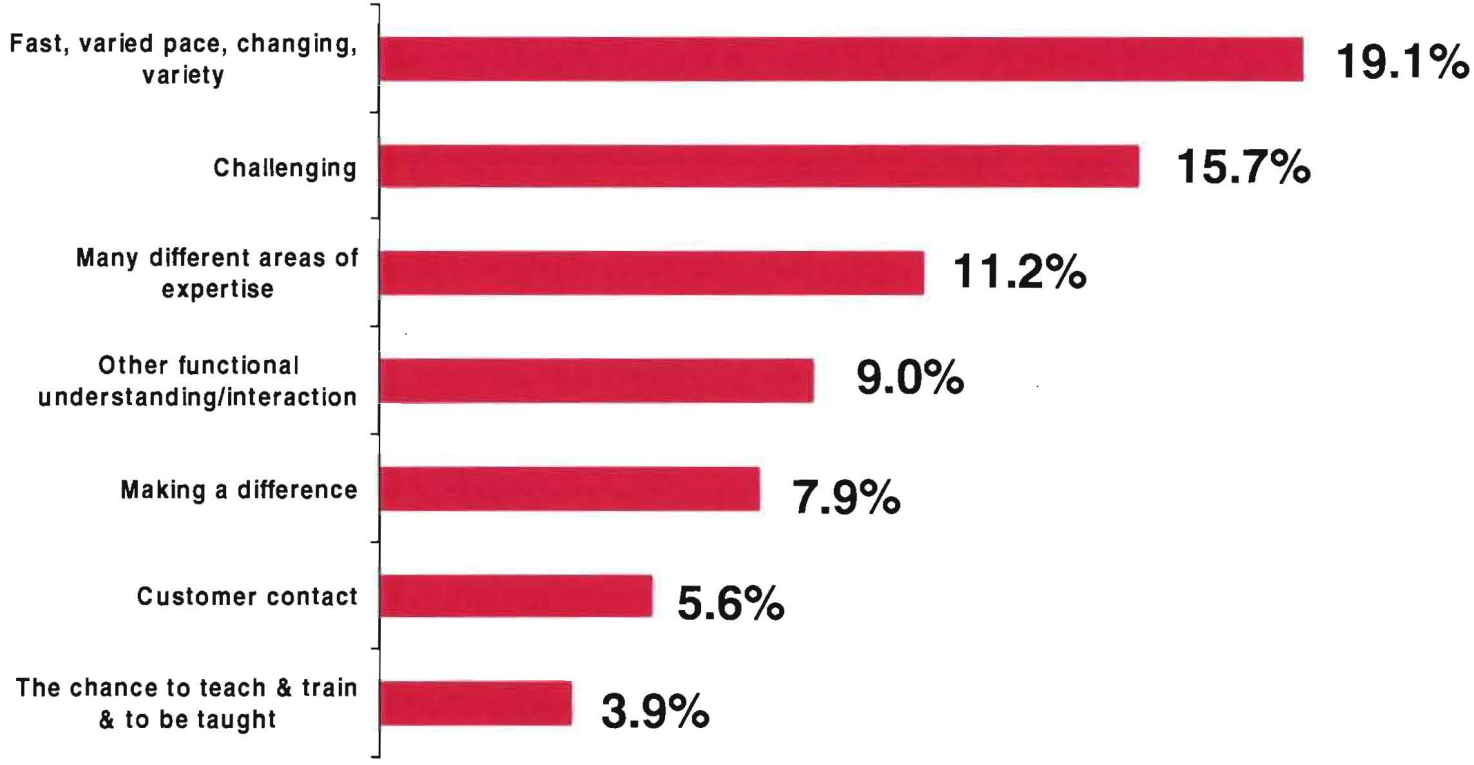


Figure 18

What do you like least about being a logistics professional?

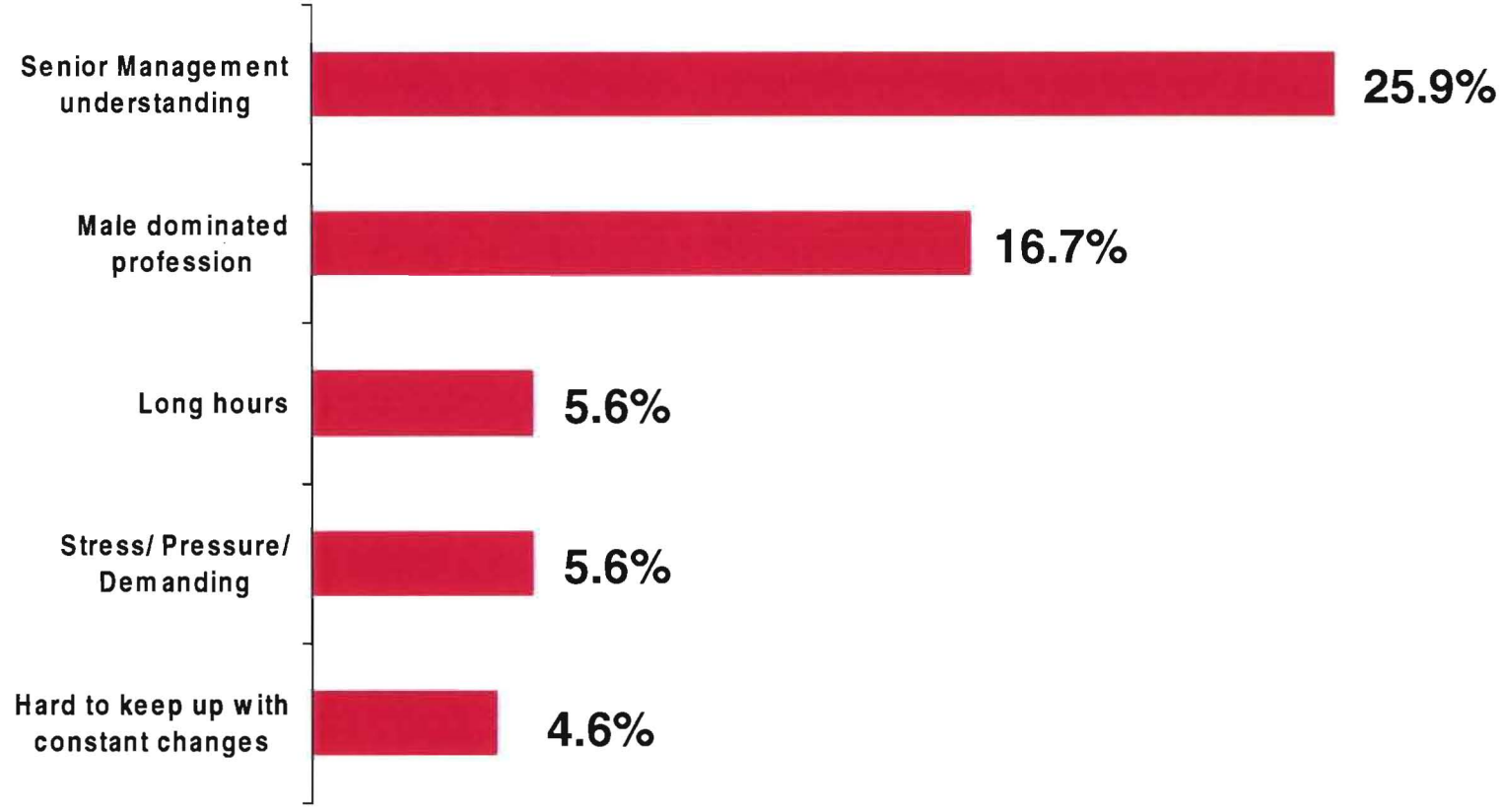


Figure 19

What characteristics do you feel have contributed most to your success?

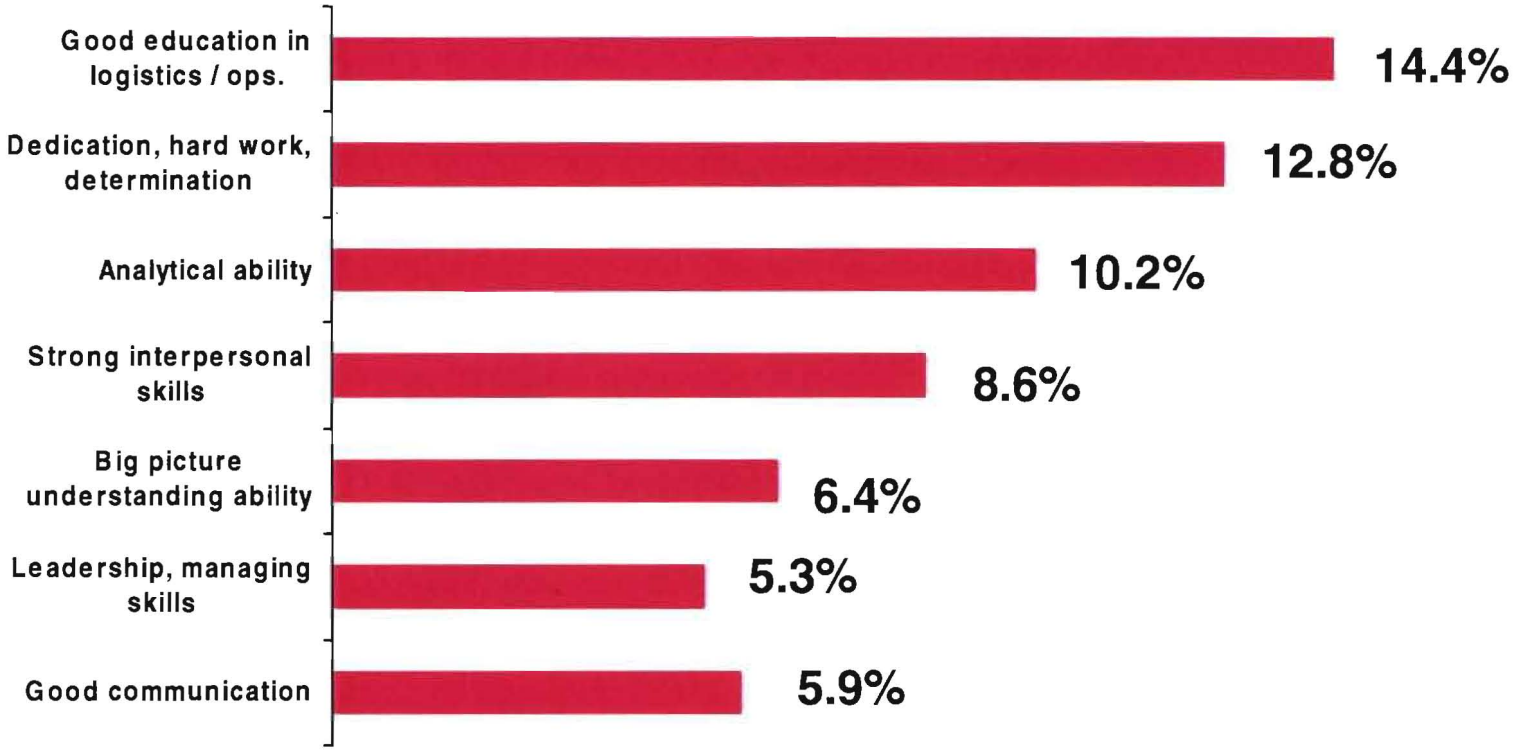


Figure 20

How did your mentor help you?

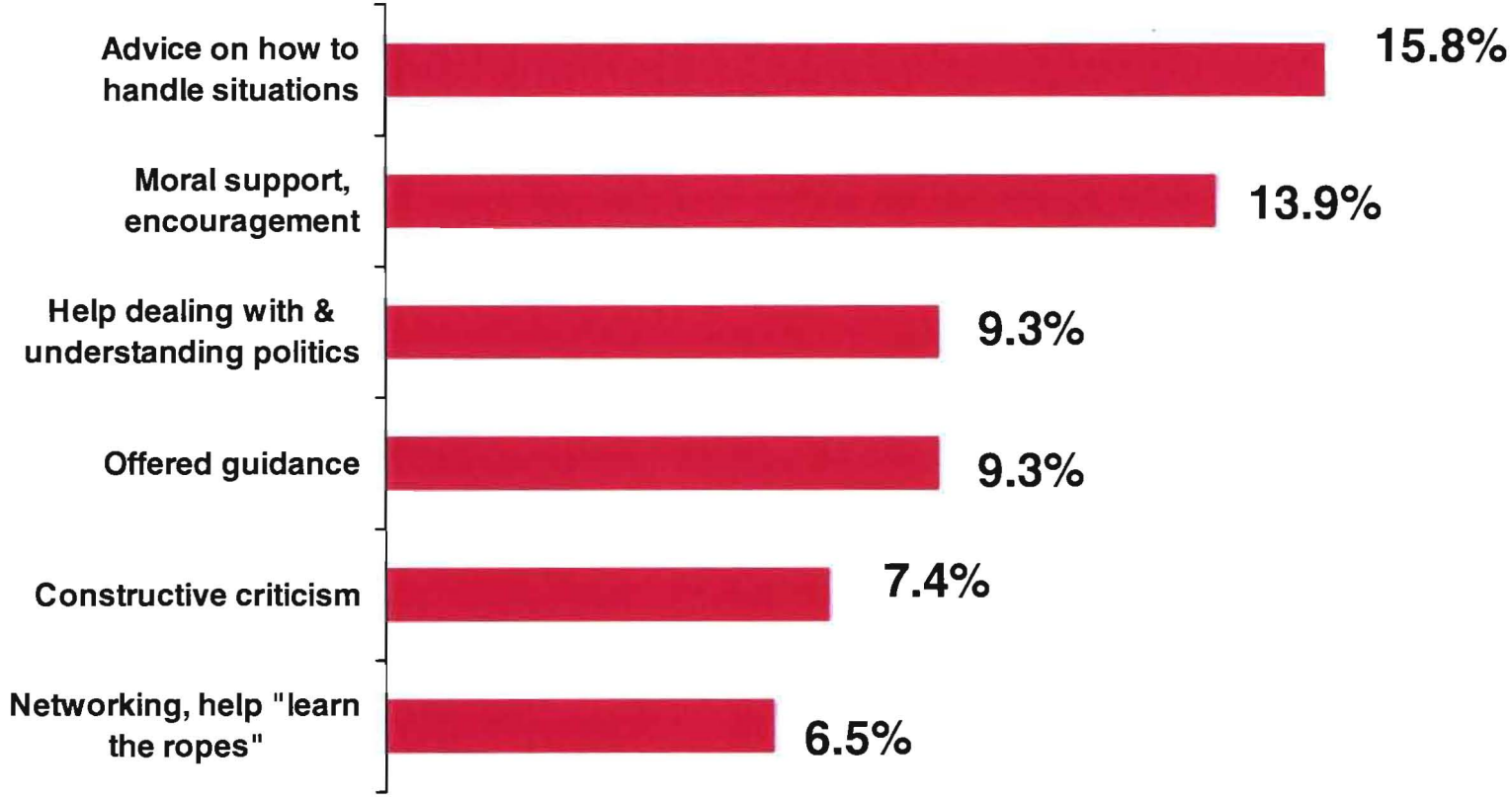


Figure 21

The firm that I work for is very supportive in providing opportunities for professional development.

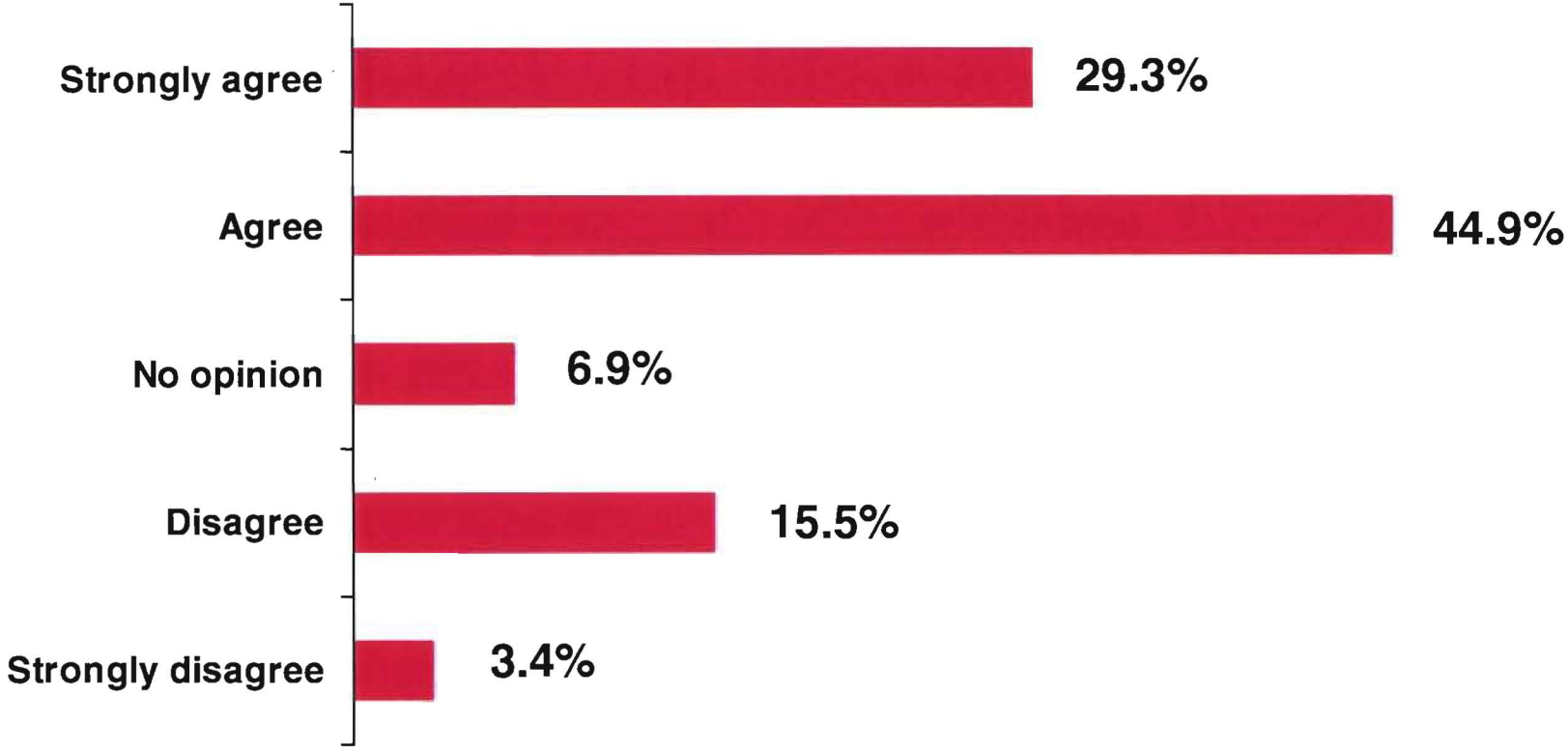


Figure 22

If you could return to school for a period of ninety days to study a curriculum of your own choosing, what topics would you choose to study?

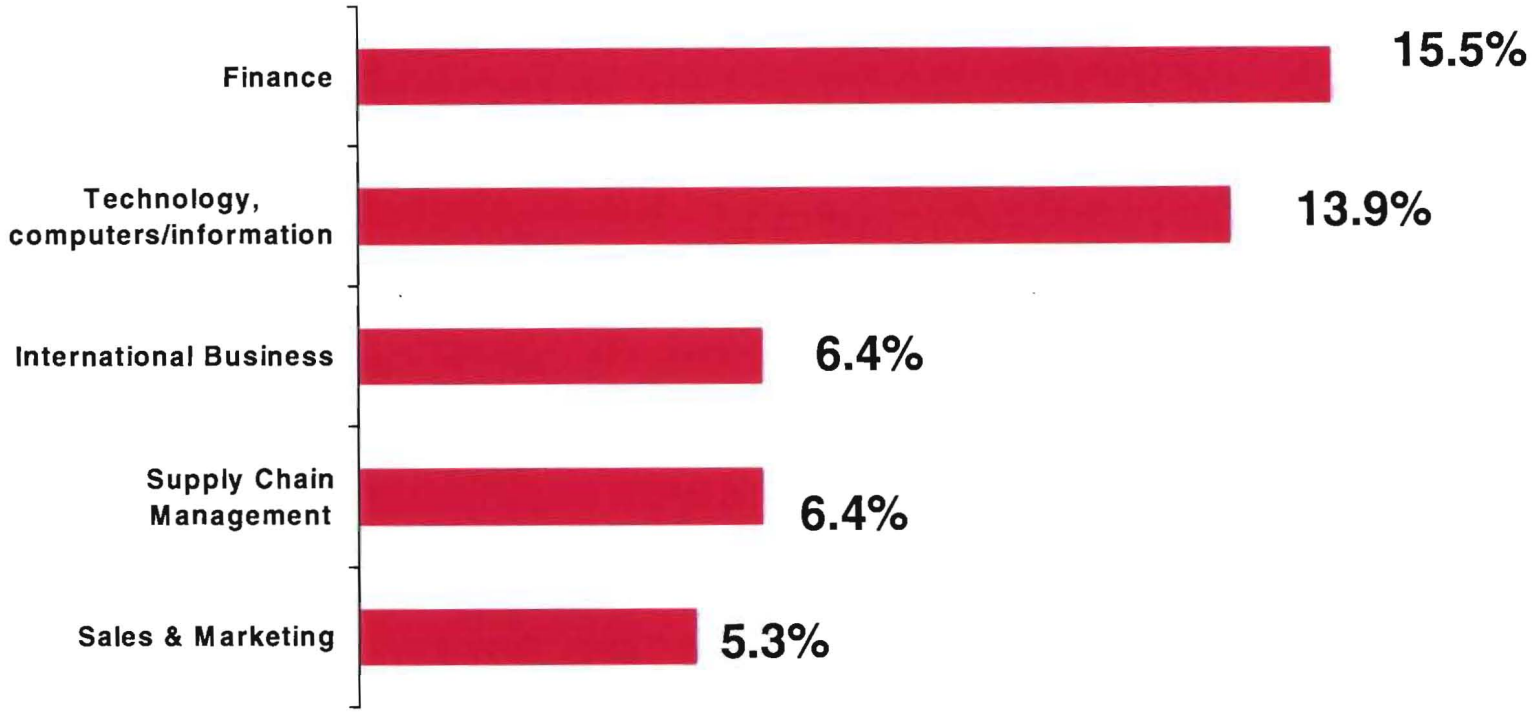


Figure 23

What factor will most influence the growth & development of the corporate logistics function during the next decade?

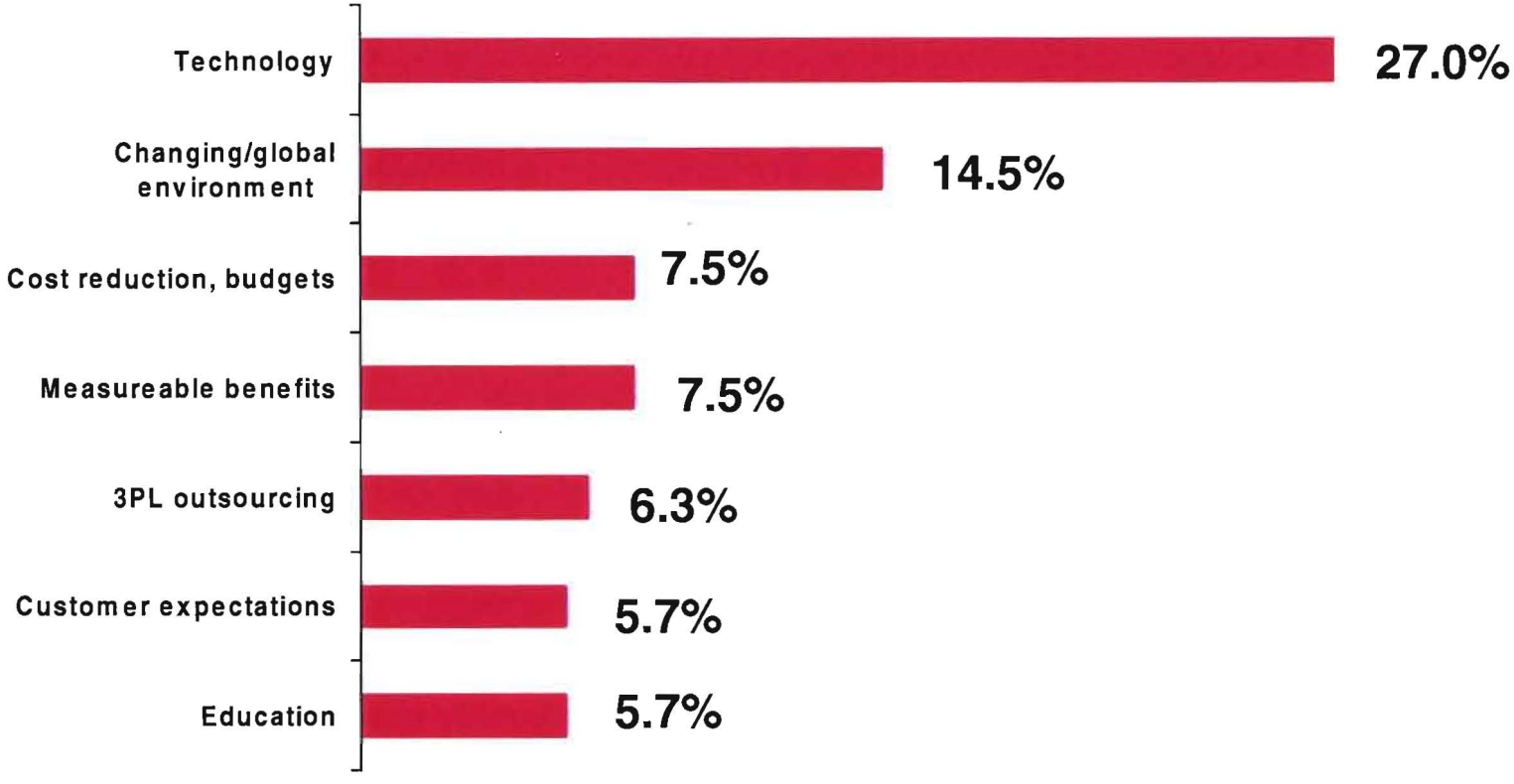


Figure 24

The opportunities for building a sound professional career in logistics are better today than ever before.

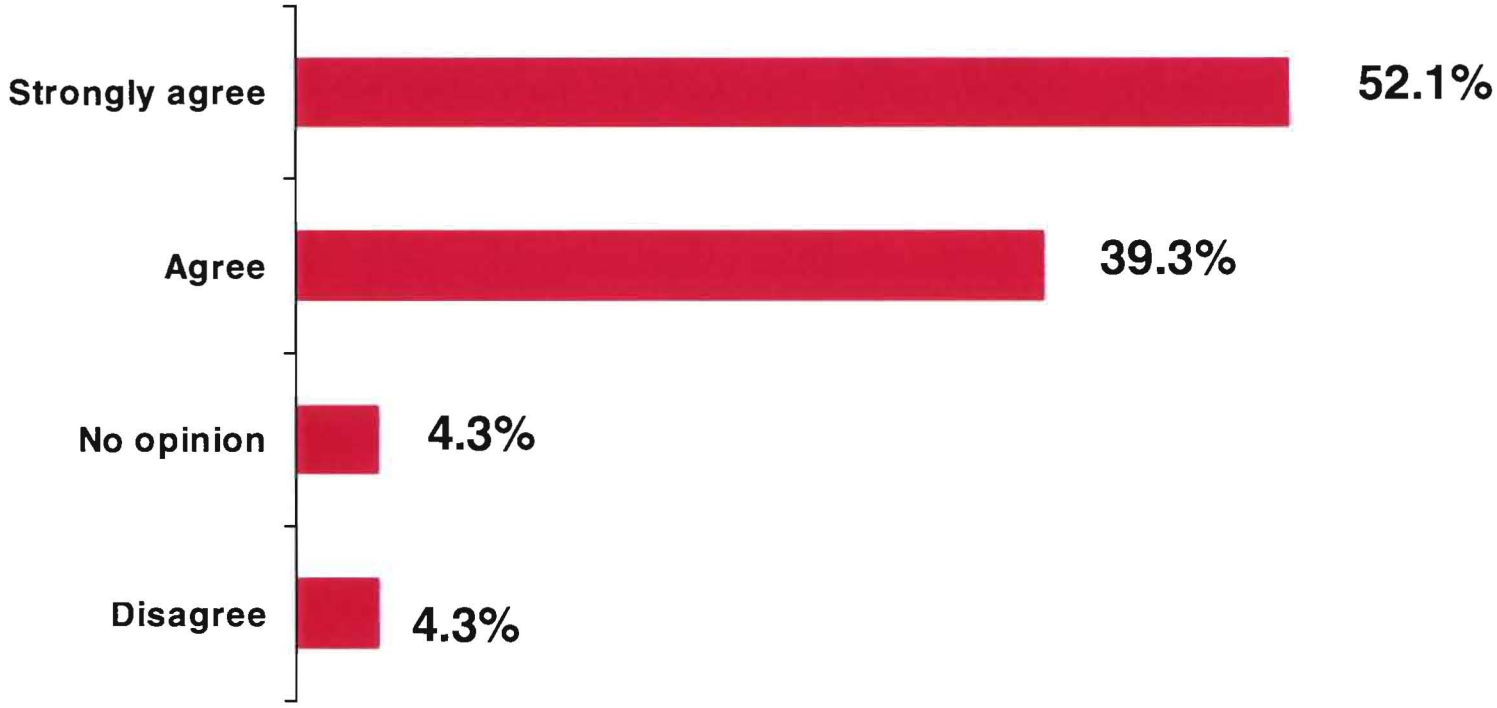


Figure 25

I am concerned about the time it will take to "keep up" with the changes in the logistics field.

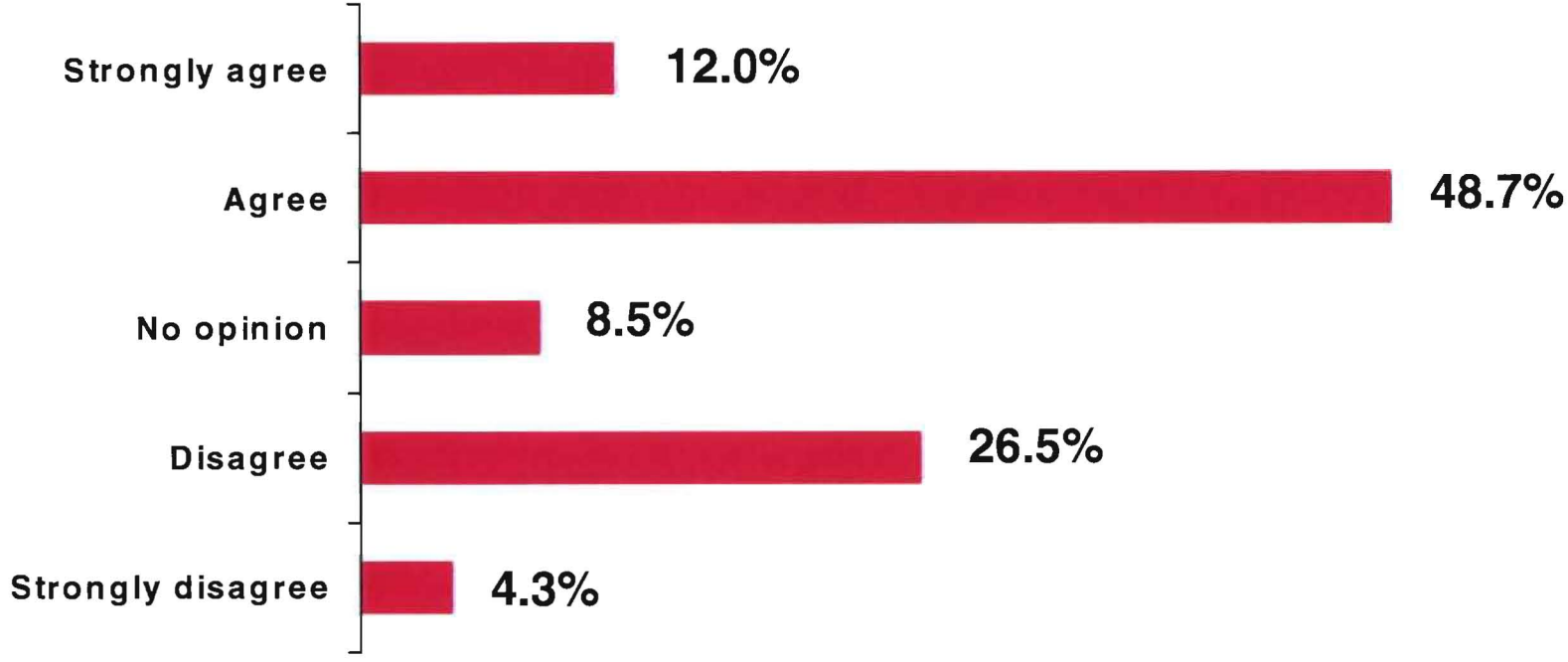


Figure 26

I am reasonably certain of my career path with my firm over the next 5 years.

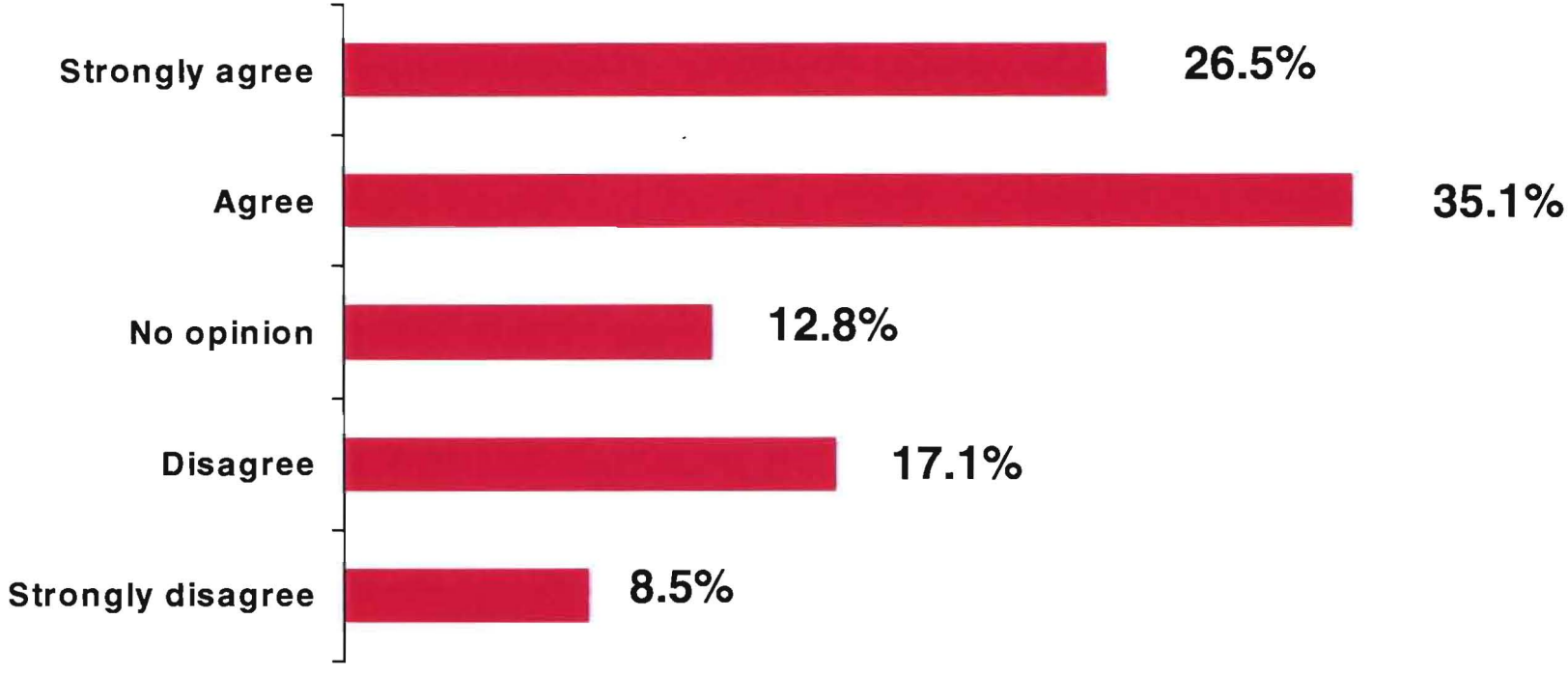
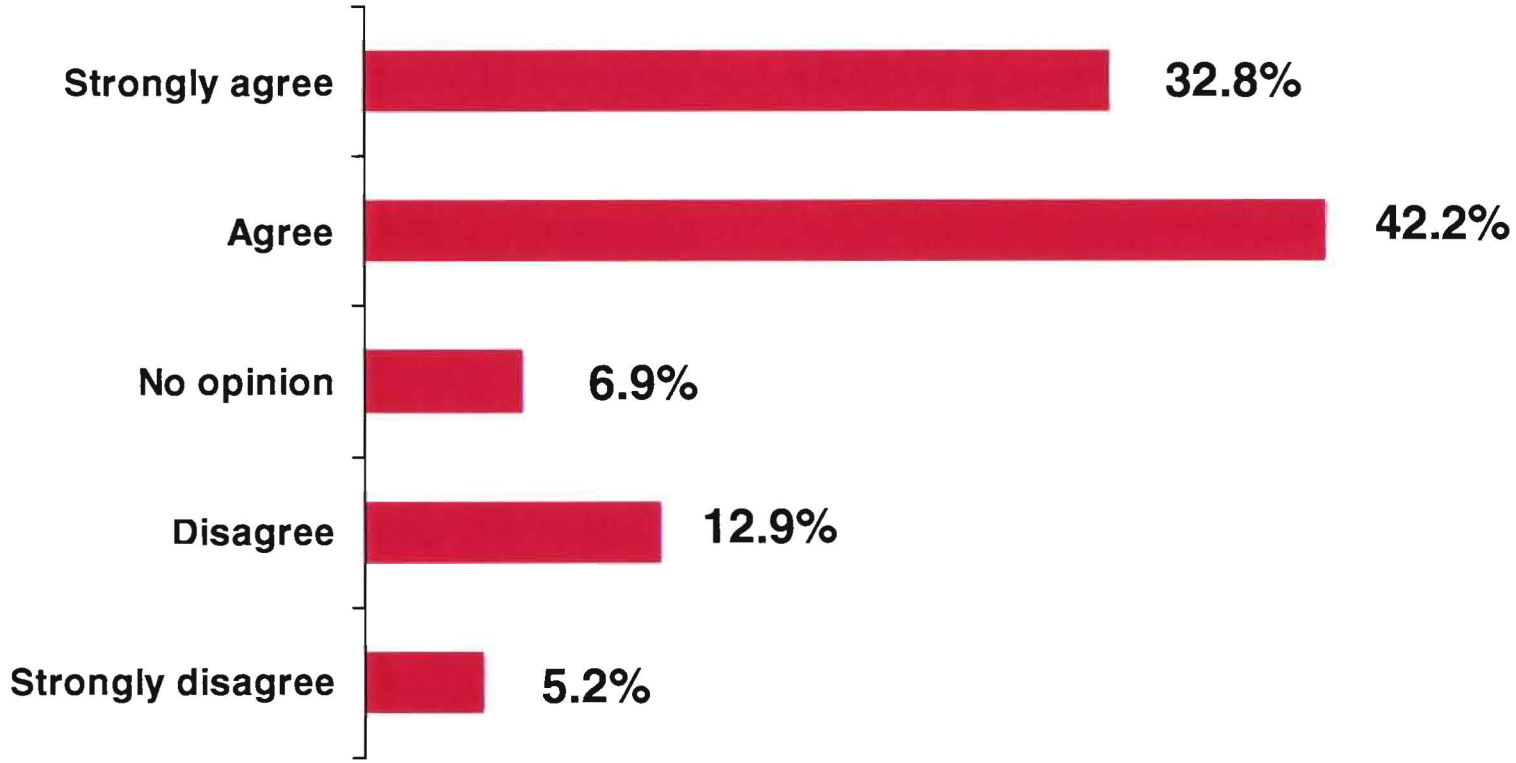


Figure 27

I am generally satisfied with my current position.



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